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Philip HAMPSON.

THE ROAD TO SUCCESS
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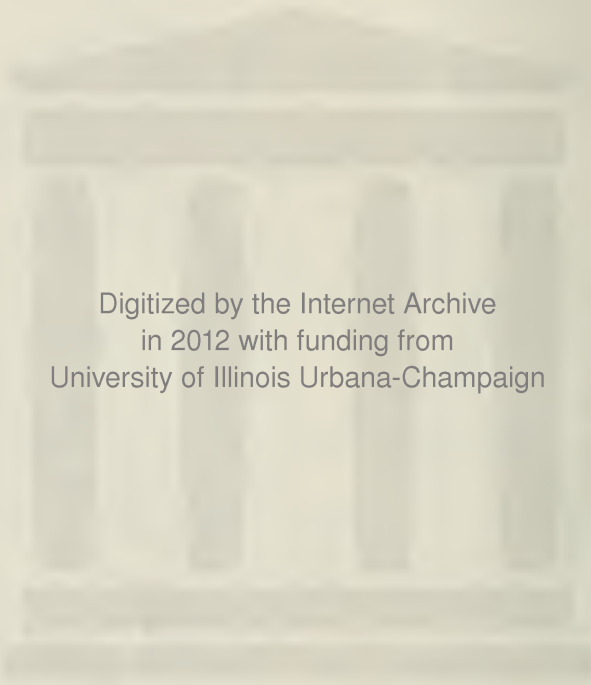


The
House

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The Road to Success

by

PHILIP HAMPSON

Financial Editor, the Chicago Tribune

TWENTY-FIVE TYPICAL AMERICAN
SUCCESS STORIES

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The Road to Success

A Sketch of Harry C. Murphy, Head of the Burlington

—By Philip Hampson—

A railroad man's president of a railroad man's railroad—that's a brief way of describing Harry C. Murphy, who occupies the largest office on the 12th floor of the Burlington building. Murphy is a gentleman [and that's a word that fits him well] who is not widely known to the public, but who is known in the railroad world as one of the most efficient top executives in his business. And his road, the Chicago, Burlington and Quincy, is rated among railroad men as one of the most efficient and best operated in the country.

Murphy's story is rather typical of American success stories. It emphasizes the fact that an American youngster, even tho he might lack influential friends, has an opportunity to reach the top in his line, provided he has character, ambition, and the will to work hard. Of course, favorable breaks are important.

He had the good fortune to be born Aug. 27, 1892, to parents in moderate circumstances in Canton, Ill.—not far from Peoria—at a time when it was fashionable to start work early in life. He had the misfortune to arrive at the peak of his career at a time when the federal income tax collector grabbed a substantial part of earnings which ought to have been a reward for many earlier years of thrift, self-denial, long hours and hard work, and superior ability.

Engineers Admit Him to World of Railroading

When he was still a youngster Murphy's parents moved to Eldora,



HARRY C. MURPHY

Ia., a small town on a railroad which was then known as the Iowa Central and which is now the Minneapolis and St. Louis railway. There he went to grammar school and high school. Like most of his schoolmates he had an ambition to be a railroad engineer. The boy was able to satisfy this wish vicariously thru the kindness of engineers who let him ride in their cabs. [It would be hard to find engineers like that now.]

In high school he played short-stop on the baseball team and a little football. Baseball was the big sport in his town at that period. At the ripe old age of 14 he took a vacation job as a Western Union messenger. He recalls

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that boys who didn't take summer jobs at that age were considered as of not much account. In succeeding summers he worked for the Iowa Central in various capacities, including station helper, section worker, and night ticket seller.

One summer Murphy worked as a rod man for the county, later graduating to level man. He learned these surveying tasks the sink or swim way—by doing them.

From 1912 to 1915 he studied civil and mechanical engineering at Iowa State college, Ames, Ia., and in 1916 studied in Chicago at Armour institute [now Illinois Institute of Technology].

Starts Burlington Career;

Interrupted Only by War

In 1914 Murphy took a part time job with the Burlington, a connection with the road which was to be broken only for a period when he was a flyer with the United States army in World War I. Shortly before joining the army he went to a high school play in Aurora, Ill. He doesn't recall what play was given, but he is certain it wasn't "Charley's Aunt" or "School for Scandal." However, he does remember the name of a young lady he met at the play. It was Gladys Elizabeth Keating. He married her in 1921.

To catalog Murphy's various jobs with the Burlington after his return from the army would be to list about all the divisions on the system. He recalls that after Miss Keating became Mrs. Murphy the Murphy family made 16 moves before settling down in a house at 441 Oak av., Aurora. The family is still there.

His engineering education stood the family in good stead during this moving period in the family's life. It enabled him to come up with an idea that helped ease one of the worst moving headaches—that of finding essentials immediately on arrival at a new home. Murphy's great engineering triumph was the mounting of three

large packing cases on wheels. Each packing case had a number painted on its side. Into packing case No. 1 went the things most essential to immediate resumption of home life.

The frequent moves later were of great value to him for they made him acquainted with every bit of the Burlington system.

Early Associates Become Top Railroad Executives

Among the many Burlington men with whom Murphy was associated as the years passed were John D. Farrington, now president of the Chicago, Rock Island and Pacific railroad; Fred G. Gurney, now president of the Atchison, Topeka and Santa Fe railway; E. Flynn [later to be identified as Edward Flynn, one of the most respected veeps ever to run a railroad], and Ralph Budd, former president of the Burlington and now chairman of the Chicago transit authority.

Budd said recently that Murphy's intimate knowledge of the Burlington system was an important factor in his selection to be president when he [Budd] retired in 1949. Shortly before becoming a vice president of the Burlington in 1945 Murphy was assistant to the celebrated Flynn. Some years ago Murphy averaged 50,000 to 60,000 miles a year in his travels over the system. As a result he has an enormous acquaintanceship among Burlington employees.

What sort of a person is Murphy? No one would describe him as the hail fellow well met type. He is not much given to light conversation. He is modest and unassuming. He gives the impression of being rather severe. Actually he is extremely kind hearted and has done many acts of kindness which many a more expansive type of executive would have delegated to others.

Construction Commands

His Greatest Interest

Golf is not on the list of his accomplishments. His major

hobby, as might be expected, is railroading. A minor one is photography which he enjoys altho he says he is not too good at it. In railroading, his greatest interest lies in construction. He has had a large part in the planning for the Burlington's big three year, 16 million dollar job of shortening the road's line between Chicago and Kansas City. The new line, one of the largest construction jobs of its type, will reduce

grades and curves.

The Murphy family includes three children, John and Beth, both married, and Richard, a student at the University of Notre Dame. Murphy is a member of several Chicago clubs and a trustee of Illinois Tech. He holds a degree of engineering from Iowa State. And because of his family's wishes, he is a commuter daily to and from Aurora.

The Road to Success

A Sketch of Vladimir Ipatieff, Famed Oil Scientist

—By Philip Hampson—

Meet Prof. Vladimir Nikolaevich Ipatieff—one of Chicago's most distinguished citizens and world famed in chemistry. Prof. Ipatieff, who last July celebrated his 60th wedding anniversary and who on Nov. 21 will reach the age of 85, has a story of achievement far removed from the conventional pattern of poor boy to riches found so frequently in the American scene.

Ipatieff was born of well to do parents in a country which later disowned him and which is now on poor terms with the United States of which he has become a citizen. He started his career as a soldier and advanced it by becoming a scientist. His greatest achievements were made when he was past 60. He came to this country as an immigrant at the age of 62, but not as a poor, forlorn one. He was quite wealthy when he left Europe and already had world renown as a chemist. He resembled the conventional immigrant in one respect — he could hardly speak a word of English when he got off the ship in New York City.

Now three days each week Ipatieff will be found in his research laboratory in Riverside at work on problems for Universal Oil Products company, which is owned by the American Chemical society. Two days each week, and often on Saturdays, he will be found instructing graduate students in his laboratory at the technological institute at Northwestern university. His fame rests in large part on his research in high pressure catalysis in the field of petroleum.



VLADIMIR N. IPATIEFF

[Catalysis, in an over-simplified explanation, may be defined as a chemical reaction in which one substance, A, is used to change the characteristics of substance B without A changing its form. Ipatieff's early experiments involved pressures believed at one time to be so high as to be dangerous.]

Takes Early to Chemistry

—at Cost of an Overcoat

Everyone who drives an automobile or a truck or who flies an airplane using gasoline owes some gratitude to Ipatieff because he has been a major factor in the petroleum industry's effort to make more and better fuel at lower cost from crude oil. Much of the credit for the production of the high oc-

tane gasoline used by American flyers in World War II goes to Ipatieff. And there's many a Spitfire pilot who may thank Ipatieff for an extra measure of speed squeezed out of high octane fuel made in America for a victory over a nazi pilot in the battle of Britain.

Ipatieff was born in Moscow, Russia, in 1867. He attended various Russian military academies under the czarist government. He took an early interest in chemistry. It is recalled that as a military student Ipatieff used military pay on one occasion to buy chemical equipment—pay that should have been used to buy a heavy overcoat for the cold Russian winter.

After graduating from the Michaelovsky Artillery academy in 1892 he continued on as a chemistry instructor. In 1896 he was sent by the academy to study in Germany and France.

To follow Ipatieff's life in the years that followed would be akin to taking a course in advanced chemistry. Innumerable honors were showered on him by Russia for his research work which included discoveries later to be important to the production of synthetic rubber and numerous other products having a petroleum base. Among his titles in 1914 was that of lieutenant general in the czar's army in charge of military chemical activities.

Meets Egloff in Berlin;

Persuaded to Come to U. S.

Altho he did not believe in communist doctrines he continued his scientific work under the soviet regime. In 1928 he was given permission to work part time in Russia and part time in Germany for a large chemical company. In 1930 he decided not to return to Russia. In that year Dr. Gustav Egloff, director of research for Universal Oil and a former president of the American Institute of Chemists, met Ipatieff in Berlin

and persuaded him to join the Universal Oil staff in the United States.

Ipatieff gave this writer two reasons for not returning to his native land:

1. He was opposed to the bureaucratic rule of the communist state. Under such a system he was forced to give the government detailed plans of his research program, often to be told by the government he would have to stop certain work because it was "unnecessary."

2. He had been told by soviet officials that some of the results of his research could not be made effective because Russia lacked facilities.

"Science works best in a free atmosphere such as we have in the United States," Ipatieff observed to this writer.

He is hopeful that the United States will never be permitted to drift into a situation where there may be imposed upon it the stifling rule of a socialistic state. Since he joined Universal Oil the soviet government has canceled his citizenship, he has been informed that he can never again set foot in Russia, all his Russian honors and awards have been taken from him, and his only living son has renounced him. Ipatieff became a citizen of the United States in 1936.

Makes Molecules Perform for Benefit of Mankind

His first assignment when he became associated with Universal Oil shortly after his arrival in the United States was to find ways to remove sulphur from petroleum. His research soon carried him far afield into a chemical world containing such words as catalysis, alkylation, polymerization, and isomerization—waystops on the long route to better things for mankind. He made the molecules of hydro-carbons do things pre-

viously held to be impossible.

The results of all this research can only be described in highly technical terms which would be unintelligible to the layman. However, his successes have made Ipatieff a No. 1 hero to the petroleum industry.

In a nutshell Ipatieff's triumphs have resulted in the extraction of more and better fuel from crude oil and have unlocked secrets held by the molecules to bring forth from the smelly substance other products for the use of man. For his work he has been honored by most of the world's great technical societies.

Ipatieff is proud to be a Chicagoan. A courtly and gentle individual, he resides with his wife in a near north side hotel. He recalled to the writer the other day how when he was 14 he met at a Russian summer resort 12 year old Barbara Demitrievna. Ten years later they were married. The couple had two sons, now dead, and a son and daughter lost to them in Russia.

Just Plain Hard Work Is Behind His Success

Ipatieff, who looks much younger than his years, rarely misses a day at his laboratories. For him chemistry is his life and his hobby. He neither plays cards nor golf, but he does go fishing occasionally in Wisconsin. He is quite careful not to overeat, likes especially fish and cheese, and will drink an occasional glass of wine. He gave up smoking when he was 30.

Ipatieff's success is based on just plain hard work. In the 22 years he has been in Chicago he has had published 135 scientific papers in American chemical journals and has had more than 200 American patents issued to him.

Dean Frank C. Whitmore of the school of chemistry and physics of Pennsylvania State college said of him: "If one had to pick out one lone man who is most responsible for our high octane aviation gasoline, one of our most important weapons of defense and offense, that man is Ipatieff."

The Road to Success

A Sketch of Thomas E. Wilson, Head of Wilson & Co.

—By Philip Hampson—

One of the most honored and beloved Chicagoans is the chairman of the board of Wilson & Co., one of the country's leading meat packing companies. The chairman sets the pace as regards work for his associates in the company and he sets the pace for citizens elsewhere as regards hours he devotes to activities benefiting his industry, his community, and his country.

If the chairman has piled up more hours of work than have most of his fellow citizens there is good reason for this. For Chairman Thomas E. Wilson has been working most of the time since he was born on a small farm near London, Ont., July 22, 1868.

If there ever was a success story meeting the requirements of a fiction author writing hero stories for the junior trade, Wilson's life fills the bill. His family was of moderate circumstances. When he was still a boy he saw the family lose the farm, emigrated to Chicago, went to work early, put in long, long hours at minor chores, made a hit with his bosses, got to be president of a big company, and eventually was able to buy back the farm the family had lost.

In his climb to one of the peak positions in his industry, Wilson didn't marry the boss' daughter. Neither did he save her from a runaway horse. These short cuts to fortune found in fiction were not his. His romance was typical of his day. As a young man he met Miss Elizabeth Foss at a social gathering in the First Presbyterian church in Chicago and 10 or 12 years later, when he was 31, he



THOMAS E. WILSON

married her. His fortune he won for himself.

Has Happy Recollections of Childhood in Canada

The 84 years that Wilson carries rest lightly on the shoulders of this active Chicagoan. He is distinguished in appearance, immaculate in his dress, lively in his speech, and possesses a memory that probably makes him the envy of his associates.

When this writer visited him in his office at the company's headquarters in S. Ashland av. he reached back into his memory to relate a family story of how his grandfather, Moses Wilson, en route from northern Ireland to make his home in Canada, tarried

on Long Island, New York, long enough for a son, also named Moses, to be born. The junior Moses was Wilson's father.

Wilson's recollections of his childhood in Canada are happy ones. When he was about 8, the family sought its fortune in Chicago. The Wilson family left Canada at a time when quite a few Canadians were heading for Chicago.

"We lived in Throop st. not far from the stock yards," Wilson recalled. "My father and mother had eight children. We were a very close and a happy family. We didn't mind if no one came to our parties, we were happy to have our good times together."

Wilson went to grade and high school in Chicago. The age of 19 found him working as a clerk for the Burlington railroad in Chicago. He gave up his railroad work for a job nobody seemed to want—that of checking refrigerator cars for Morris & Co. in the stock yards. His new job was not an easy one, but he handled it well and took on some work for which he had not been hired, that of supervising car repairs. But always he had his eye on something bigger. Meantime he set out to learn everything he could about the packing industry.

Receives a Promotion, Trains an Understudy

The time came when Morris & Co. decided to establish its own refrigerator car shops. Wilson was placed in charge. He immediately trained an understudy so that if an opportunity for something better came he would be in a position to take it. The opportunity soon arrived and Wilson's next post was that of purchasing agent. In 1900 he went into the office of Edward Morris, president of the company and oldest son of the company's founder, Nelson Morris. One of his duties was to travel around the country setting up branch houses for the company.

By 1906 Wilson had risen to be

vice president and in the years that followed took on more and more responsibilities. Upon the death of Edward Morris in 1913 he became president.

In 1916 the widely known packing firm of Sulzberger & Sons company [known as the S. & S. company] got into financial trouble and Wilson was asked to join the company to straighten it out. Because of his loyalty to the Morris family he declined the offer. Later, believing it would be in the best interest of the Morris family, he tried to bring about a merger of Morris and Sulzberger, but this was rejected by the family. When Wilson was approached again to head the Sulzberger company, with the understanding that it would be named Wilson & Co., he accepted.

In leaving Morris & Co. Wilson gave up a position with apparent security for the difficult one of nursing back to financial health a company that was gravely ill. His was a touch and go task and it was years before Wilson & Co. became a strong, healthy organization. However, Wilson's willingness to take a chance paid out in the end.

Promotes Industry Groups; Helps Put 4-H Across

Meantime Wilson took an important part in efforts to promote interests of the packing industry. He helped organize the American Meat Packers association in 1906 and when this organization proved to be ineffectual he was instrumental in 1919 in its reorganization into the association now known as the American Meat institute. When the packers and cattle producers got into conflict Wilson was instrumental in the organization in 1922 of the National Live Stock and Meat board which restored peace between the two groups.

In November, 1918, Wilson became interested in a then little known activity, the 4-H club,

whose members were farm youngsters. The 4-H club became a major interest of Wilson and he helped make it the huge success it has become.

Wilson's interests include many sides of agriculture. He is especially proud of his fine cattle breeding farm known as Edellyn, a 1,100 acre estate north of Chicago. His shorthorn steers have won numerous championships. He has a 20,000 acre ranch at Cuchillo, N. M., whose operations extend over a total of about 200,000 acres. And he likes to visit the old family homestead in Ontario.

A left hander, Wilson never was much of a golfer. He recalls the days when he used to go hunting with his old friend the late George Martin, one of the founders of the Sherwin-Williams company, on his New Mexico ranch. Years ago there were lots of bear, elk, and other wild animals in the area.

"Now much of the game is gone," Wilson said. "You can blame the automobile for that. The auto made it too easy for hunters to get into the remote areas."

Reaches Office About 8 A. M.

While Staying in Chicago

Wilson showed the writer a stalk of sweet corn bearing five ears which an employe brought into his office from his farm. He

noted that a stalk bearing five ears was most unusual—something like the famed quintuplets of Canada—which was news to the writer.

In the summer Wilson makes his home at Edellyn, arriving at the office daily about 9 a. m. In the winter he resides in his old home at 4815 Woodlawn av. Then he gets to his office at 8 a.m. or a little after.

Mr. and Mrs. Wilson make frequent trips together. He likes to go to state fairs and his wife often accompanies him. He is a director of the Illinois Central railroad, among other outside activities, and is one of the most observing of the directors on inspection trips. Wilson differs from the earlier leaders in the packing industry—at least so some of the old-timers say—in that he has always been very approachable. He has always liked people.

One of Wilson's associates said a major factor in his success is his ability to concentrate on the business at hand. He does not try to do two things at once. For 20 years the associate has been using the Wilson concentration method. His success has not been as great.

The Wilsons have two children, Edward Foss Wilson, president of the company, and a daughter, Mrs. Harry J. Williams.

The Road to Success

A Sketch of John D. Farrington, Head of the Rock Island

—By Philip Hampson—

If there is a short sentence that aptly describes the president of the Chicago, Rock Island and Pacific railroad it would probably read, "He's a rugged individual." John D. Farrington, top man of the road, is just that type person. In his case, a square jaw does not belie his character. He is a fighting man who fights for what he believes to be right. And it's pretty well believed in railroad circles that what Farrington thinks is right is right.

Farrington is one of the top flight railroad men who got a good part of his training on the Burlington railroad when that road seemed to be a sort of college for railroad executives, with Ralph Budd, who retired as president to head the Chicago transit authority, as college president and the celebrated E. Flynn, retired executive vice president, as dean of men.

As the son of a widely known railroad man, Farrington had a much better time of it as a boy than did most of the youngsters who ultimately got to the top on their own. However, there is no doubt about Farrington having become a success thru his own efforts. His father was Robert I. Farrington, who was vice president of the Great Northern railway when he retired in 1912. The father, too, was a positive character. The son did not have things entirely his own way while he was enjoying the pleasures of teen-age.

The Rock Island's top executive was born Jan. 27, 1891, in St. Paul,



JOHN D. FARRINGTON

Minn. "It must have been about 27 degrees below zero the day I arrived," he observed to this writer. Farrington apparently thrived on cold weather and it wasn't long before he was a healthy young boy ready to join his comrades in a battle with the lads from the other twin of the Twin Cities—Minneapolis.

While at Central High school in St. Paul, young Farrington played on the hockey team. One of his opponents in a game with the Mechanic Arts High school, also of St. Paul, was William T. Faricy, now president of the Association of American Railroads. "Bill never misses a chance to tell about the scars he said I gave him in our last game," Farrington said. Asked who won the great game he

was forced to admit, "They did."

Farrington wound up his scholastic career at St. Paul academy. Meantime he had worked a summer in Montana as an axman for the Great Northern. He explained to the writer that an axman is a lucky individual who has the easy task of chopping down trees and underbrush in the way of a surveying party.

When the matter of going to college came up Farrington had some differences of opinion with his father and in the ensuing discussion there died a-borning a college career. Now Farrington says he can't make up his mind whether he should regret not having gone to college.

"Sometimes I'm sorry I can't talk about the good old days at college and sometimes I think it's just as well I didn't go," he observed.

Montana Job Blows Up;

Burlington Hires Him

From the time that father and son ended their discussion on college the younger Farrington was on his own. He liked the Montana country and decided to start his career in that picturesque land. So when he might have been conjugating Latin verbs at college he was low man on an engineering crew. The job blew up in 1910 and the future railroad president got a note to an assistant auditor for the Burlington railroad in Omaha, Neb. He was given work on an extra gang in Nebraska at a time when work meant work.

That was the start of Farrington's formal railroad career. He moved gradually upward on the Burlington; assistant foreman, section foreman, roadmaster, and on to other jobs in the operating department.

In 1917 he took another assignment—as a lieutenant in the 17th United States engineers for service in France. He emerged from the army a major. Before leaving for the army he had been promised

a promotion to assistant superintendent and he got it when he re-joined the Burlington.

A few years later he was superintendent in Kansas City, Mo., when a man from Chicago reported to him.

"The man started in criticizing the track," Farrington recalled. "I told him it's a lot easier to criticize things than to correct them. So I said, 'I'll just give you the job of fixing the track.' Well he did a good job fixing the track."

O, yes, the name of the track critic was Harry C. Murphy. He is now president of the Burlington railroad.

Shows Fighting Qualities

at Helm of Rock Island

Next for Farrington came duty in Chicago, more promotions, and then the post of general manager of the Fort Worth and Denver City railroad. In May, 1936, he packed his belongings, including a pair of hockey skates, and moved back to Chicago as the chief operating officer of the Rock Island railroad which was then in receivership.

It was while acting as agent of the court in the operation of the Rock Island, which for many years had been in poor shape financially, that Farrington's fighting qualities were to prove of great value. He resisted to the utmost attempts to get him to bend to the wishes of outside interests. The antagonisms he made led to attempts to have him ousted. But Farrington's great railroad career spoke for itself and the ouster attempts failed.

It is interesting to observe that the Rock Island, which for so many years was a liberal user of red ink for its financial reports, has been a profitable operation for the last 12 to 14 years.

A little more on Farrington's personal story: In 1917 he married the "young lady who lived across the street," Miss Polly Canby of St. Paul. The Farringtons have

three children. John J., James, and Dorothy, and four grandchildren.

***Every Day Is Different
in Railroad Operations***

Like so many of his fellow executives, Farrington's major hobby is his work. He is fond of fishing and occasionally goes to Canada to try his luck with rod and reel. Among his "used to's" are skating, swimming, and golf.

Farrington has a farm in Virginia, which he rarely sees. It is located near the old John Randolph plantation, about 50 miles southeast of Lynchburg. He raises

cattle on the estate.

Regarding railroading as a career for a young man, Farrington said:

"There is still a lot of opportunity for boys willing to work and to apply themselves. If I had it to do over again I would start in the operating department. Work in the operating department is hard, but not nearly so hard now as when I started. Further, the pay is a lot better today. Every day is different in the operating department. I would say that a young man who gets into railroad work will have an interesting life at least."

The Road to Success

A Sketch of Fairfax M. Cone, Head of Foote, Cone & Belding

—By Philip Hampson—

When Fairfax M. Cone arrived in Chicago 10 years ago he might well have been known as a man doing the opposite of what Horace Greeley once advised young men to do—go west. Cone was born in San Francisco and got a good start on a business career in that interesting city. He had a brief fling—about a year—in New York City before settling down in Chicago, which is about 2,200 miles east of the city of his birth.

However, it must be said that Cone had little choice in the matter of heading eastward. It was on order of his late boss, A. D. Lasker, for long the top man in the widely known Chicago advertising agency of Lord & Thomas.

For the few Chicagoans who haven't come across Cone's name in news stories about the activities of the Community Fund, the Chicago plan commission, Chicago Lake Front fair, and numerous other civic enterprises it may be necessary to introduce him. He is the president of Foote, Cone & Belding, one of the country's six largest advertising agencies. After Lasker's death the heads of the Lord & Thomas activities in Chicago, New York City, and the Pacific coast organized the firm under the present name.

Cone, born in 1903, had native California parents whose forebears originally came from Virginia and New England. His father, William A. Cone, was in the mining business and his mother was a school teacher.

The son's business career started



FAIRFAX M. CONE

at the age of 10 when he sold bluing to earn a motion picture projector. He got it. He sold a piece of jewelry [a heart shaped stick pin bearing the Lord's prayer] to get a pony. He didn't. He sold papers after school and during summer vacations he sold butter, eggs and poultry, and lawn sprinkling systems. In the Christmas season he sold books and flowers. These activities took place when he was a grammar school student. Among his school mates was a little Gertrude Kennedy.

Then high school. After school hours he worked as an office boy on a San Francisco newspaper. During his high school days he was seen rather frequently in the company of a young miss named Gertrude Kennedy.

In the summer vacation after graduation from high school Cone got a job on a boat. When the season was over he decided that the sea would be for him and let it be known he was going to be a sailor. Learning of this decision, his father shanghaied him from the boat—another occasion when his career went into a reverse direction—and informed him that college was to be his home port.

So Cone went to the University of California at the expense of the family. At one time he thought he would like to teach English. Even now he cherishes as one of his proudest possessions an invitation from the university to be a teacher. His formal graduation from the university was delayed 21 years because of a difference of opinion between himself and the faculty regarding the value of attending gym class. Among the students at the university while Cone was there was a Miss Gertrude Kennedy.

After leaving college in 1926 Cone returned to the newspaper business—as a classified advertising salesman on a San Francisco paper. Then he started writing and illustrating promotion to boost the sale of classified advertising.

Hired by Lord & Thomas in '29 and Is Wed to Miss Kennedy

In 1929 he became an employee in the San Francisco office of Lord & Thomas as a copywriter. In the same year the previously mentioned Miss Gertrude Kennedy became Mrs. Fairfax Cone. Even Cone admits that there were times between the grammar school meeting and the marriage when romance didn't run quite so smoothly as it might have done.

Presently the former bluing salesman was writing advertising copy and serving as account executive for some of California's most widely known companies. One of the choicest plums of that period was an assignment in 1935

to take a six months trip to the orient so he could turn out highly persuasive copy in favor of tours to the orient and around the world.

In 1939 when 36 Cone became vice president and manager of his agency in San Francisco. In 1941 he was named creative head of the firm's New York City office and a year later he moved in as manager of the Chicago office. In 1943 the present firm was organized by Cone, Emerson Foote, and Don Belding. It serves many of the country's most widely known companies.

Ask any advertising man any time and anywhere in the country about Fax Cone [as he is known to his friends] and you will be told that he is one of the topflight men in his line. And this would be quite a compliment coming from a member of a profession which, at least in the popular mind, is considered to have so many prima donnas.

Actually Cone is an extremely serious minded person with a high degree of patriotic interest both in his country and the city of his adoption. Tho he has been in Chicago only 10 years he easily could pass for a native born citizen. He has the easy manner combined with the great ability of the average Chicago trained successful business man. Very likely Cone, being human, has faults and possibly Mrs. Cone knows them. Few others do.

Likes Chicago Where Person Is Accepted 'for What He Is'

"This city is different from any other I have been in," he enthusiastically told the writer. "Here you are accepted immediately for what you are. You don't have to have been highly recommended by someone in order to be accepted in Chicago. No one knew me when I came here, but everywhere I was received with friendliness and courtesy. Everyone I met was anxious to help. You will not find that kind of a reception for a newcomer in any other city.

"I like Chicago, that is why I want to do all I can to take part in its activities. Of course there are many things about it I don't like—such as N. Clark st. and W. Madison st. As long as I live here I want to do all I can to help make it a wonderful place. I don't believe in sitting down and grouching. Time spent in trying to get out of things could better be spent in doing things. In the long run less time is lost in so doing."

Cone is enthusiastic about advertising and its value to the country.

"We are usually told that the miracle of America is mass production. However, both the Germans and the British are good at production. What they don't have is the American ability to sell. America has developed the kind of advertising which builds up a huge demand. It has created effective mass distribution of the things Americans like. It has helped develop America's high standard of living."

For Honest Advertising Only— 'It Makes an Honest Business'

Cone says that advertising owes it to itself to be honest advertising—to tell the truth.

"Dishonest advertising contaminates all advertising," he told this writer. "Honest advertising is good business. You can't have dishonest advertising for an honest business."

Cone's firm recently moved into a building of its own at 155 E. Superior st. He and Mrs. Cone and their daughter, Mary, who is attending college in the east, live at 1260 Astor st. He will not be found on a golf course because of a sun allergy. He doesn't own a yacht. He has no use for a power lawn mower in Chicago. He finds recreation in his various activities. And he enjoys his family. He is a great reader. He has no special field—he enjoys biography, economics, fiction, and history. He reads four or five books a week, mostly at night "to put something back in my head after taking it out all day."

The Road to Success

A Sketch of John T. Rettaliata, Illinois Tech President

—By Philip Hampson—

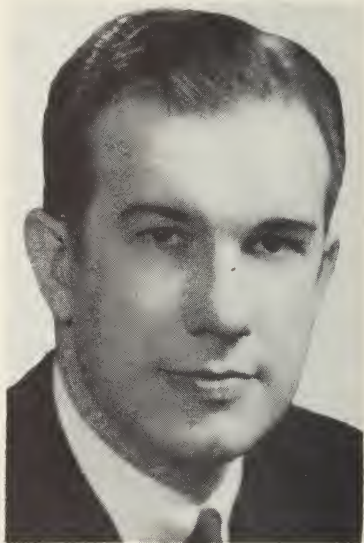
The new president of the Illinois Institute of Technology—one of the world's great technological institutions—is as unlike the popular conception of a college head as an individual could be.

Dr. John T. Rettaliata, who at 40 was named head of Illinois Tech last February, is tall, dark, and as handsome as a movie idol. He has been in a shipwreck and a near plane crash. He has ridden at 450 miles an hour in an open front seat of a pioneer jet plane. And he has been a success in the industrial and business world. Crammed with theory as a result of years of study, he nevertheless has the practical views of a man who has contended at first hand with the worldly problems of industry and business.

Where Rettaliata's personality does merge into one of a conventional college president is in his intense belief in the value of his calling. He can see nothing finer than in helping shape the lives of the young men who will run the United States in the years ahead.

Rettaliata had something of a handicap when he took the president's office because he had to step into the shoes of the popular Henry T. Heald, who left Illinois Tech to become chancellor of New York university. He inherited from Heald the task of helping finance Illinois Tech's large building program. Still a young man and a comparative newcomer to the institution, he also has had to make himself fully accepted by his faculty.

Thus the ultimate success of the new chief at Illinois Tech remains



JOHN T. RETTALIATA

to be seen. But if the future may be foreseen on a basis of events in the past his success is assured.

Future College President

Goes Fishing and Caddying

Rettaliata was born in Baltimore, Md., Aug. 11, 1911. His father, who was born in the United States, is of Italian ancestry. His mother, also born in this country, is of Irish descent. So he is as Irish as he is Italian and vice versa, which makes him 100 per cent American. Actually, as might be expected, he has seen considerably more of his relations of Irish ancestry than those with Italian antecedents.

The father of Illinois Tech's

president, Theodore A. Rettaliata, owned and still owns a court reporting service. The family's fortune rose and fell with the number of customers attracted by the service. At one time prosperity was such as to enable the senior Rettaliata to own a 60 foot yacht.

Rettaliata's boyhood in Baltimore was about like that of other boys. He had numerous odd jobs to pick up pocket money. Among other things he sold Liberty magazines and worked as a caddy in the summer months at golf clubs. He took a liking to golf and at one time played in the low 80s. Occasionally he went trolling for blue fish. As a son of Baltimore he came honestly by his taste for fish and oysters which he still retains.

Rettaliata recalls with pleasure his days at the Baltimore Polytechnic institute, which he describes as one of the best high schools in the country. The institute has three courses [a] for those definitely going to college, [b] for those who may go to college, and [c] trade school studies for those not going to college. The group A course is concentrated and good grades in it are accepted by many colleges as the equivalent of a first year in college.

So when Rettaliata entered Johns Hopkins university in Baltimore he went directly to the sophomore class; thus he is one college president who never was a freshman. He received his bachelor of engineering degree from the university in 1932 and his doctor of engineering degree in 1936. He helped finance his doctor's degree studies by teaching mathematics and other subjects.

Job as Pipefitter's Helper

Sells Him on Education

In the summer of 1933 Rettaliata had a desire to see what Hitler was doing in Germany. To get there he got a job on a combination frater and passenger steamer as a 'utility man in the engine room at a pay of 25 cents a month. The pay was not so poor as it

seemed—it was designed to meet a legal requirement. Persons being paid on the 25 cents basis were permitted to go ashore at any foreign port from the time the ship docked until it left. Crew members receiving the regular wages had to be on duty at all times.

Shortly after leaving on his first voyage to Europe his ship collided with a tanker and had to be beached. He transferred to another vessel, reached Europe, and got to see a number of leading German cities in all their beauty before they were made shambles by air raids in World War II.

In an earlier summer vacation period Rettaliata got a job as a pipefitter's helper in the ship yard of Maryland Drydock company at 35 cents an hour. His experience that summer made him realize more fully the value of an education to a man destined to work for his living the rest of his life.

In 1936 Rettaliata joined Allis-Chalmers Manufacturing company in Milwaukee as head of the calculation and development division of the steam turbine department and was appointed manager in 1944 of the then new research and gas turbine development division of the department.

Meantime he had become an outstanding authority on the gas turbine, the operation of which is virtually the same as of a jet engine. So as a jet authority he was sent by the United States navy to England in 1943 to observe the British advances in jet propulsion made under the direction of Air Commodore Frank Whittle of the royal air force.

Cited for Getting Details of German Submarine

On his return a year later, while at Lake Muroc, Cal., he was asked if he wanted a ride in one of the first American jet planes. Knowing the plane had only one seat, that for the pilot, he said "sure." And then someone came up with a jet plane having an open seat in the nose, with the only protection a

piece of plastic material for shielding the face. The pilot gave him the works at the then fast speed of 450 miles an hour. Rettaliata still shudders at the experience.

In 1945 he got another assignment from the navy, this time to investigate a report that the Germans had a submarine capable of doing 24 knots under water thru the use of concentrated hydrogen peroxide in conjunction with a steam turbine. He flew across the Atlantic and had to wait a few days until the Germans surrendered before making a dash to get into a German laboratory at Kiel to get the details. He brought back complete technical information which has enabled the United States to build a sub of similar type. For this work he was awarded a special certificate of commendation by the bureau of ships. It was while flying overseas on this assignment that a propeller came off the aircraft he was in. The plane, two hours out over the Atlantic, was able to return safely.

In 1945 Rettaliata, whose fame as a gas turbine and jet authority had spread thruout engineering circles, was induced to come to Illinois Tech as director of the department of mechanical engineering. He continued to act in an advisory capacity for Allis-Chalmers. In 1948 he was made dean of engineering of Illinois Tech and in 1950 was named vice president in charge of academic affairs. When Heald left Illinois Tech, trustees considered carefully a large number of persons to take his place. They agreed on Rettaliata.

While a student at Johns Hopkins, Rettaliata was invited to have dinner at the home of a fra-

ternity brother. There he had a free dinner and in addition met the frat brother's sister, Barbara Herman, a student at Goucher college in Baltimore. In 1938 they were married.

A Friendly Way with People and a Naturally Quick Mind

The Illinois Tech president has numerous honors, collegiate and other. He carries them easily. He has a pleasing personality and a friendly way of meeting people. To his friends he is "Jack." Because of his naturally quick mind he is apt to get ahead of people. And his quick grasp of things enables him to make quick decisions, which sometimes gets him into trouble with people who can't think as fast, associates say.

To most Chicagoans who have met him Jack Rettaliata is tops. And he likes Chicago, even the weather which he thinks is great in all four seasons. Already he is taking a large part in Chicago civic affairs.

The new president said that if he had a word of advice for young men desiring to enter the teaching profession it would be to get their doctor's degree at as early an age as possible, then work in business or industry for a while before teaching.

Dr. and Mrs. Rettaliata live at 9712 S. Winchester av. with their three children, Brian, 9; Stephen, 4, and Patricia, 1. The president's hobby is woodworking in his basement workshop. Occasionally he likes to read a detective story to give his mind a vacation. And he has been known to do some wall painting at the request of Mrs. Rettaliata.

The Road to Success

The Story of Arthur C. Wilby of United States Steel

—By Philip Hampson—

Probably the outstanding characteristic of Arthur C. Wilby is his ability to get things done. He is known as one person who instead of saying "No, it can't be done," invariably comes up with "Let's see how we can do it."

And this probably explains the reason why this former Waterloo, Ia., boy, who became a star cement salesman while in his 20s, is now vice president of United States Steel corporation and top man for the corporation's Chicago activities which provide work for more than 62,000 persons.

Art Wilby has always been doing hard things or things considered hard by others, whether selling a lot of unwanted real estate or settling some difficult problem. Very likely among the reasons for his ability to get things done is his liking for people and his highly persuasive manner. He works well with people.

If Wilby is approached with a request for United States Steel aid on something which he believes will truly benefit Chicago and its citizens, that aid is usually forthcoming in a generous way. Important is his sort of sixth sense which helps him to detect a phony, which he turns down in a hurry.

Father, Native of England,

Went to Iowa at Age of 6

The subject of this sketch was born more than 60 years ago in Waterloo, Ia., of parents who were in moderate circumstances at the time of his arrival, but who later had "financial problems" which the son helped to ease. His father, John William Wilby, was born in



ARTHUR C. WILBY

England and was taken to Iowa at the age of 6. His mother, Gertrude Schofield, was a native of New York state.

The senior Wilby had a quarry business, owned 19 acres of land planted in vegetables, and later was interested in Waterloo Cement Machinery corporation, whose operations eventually impaired the family prosperity. The son went to grammar and high school in Waterloo and took a brief course at a business college.

One of his most vivid memories of Waterloo concerns the 19 acres. During that period of the year when the sun kept the frost out of the ground the youthful Wilby spent his time either manicuring the land, weeding the vegetables, or harvesting the crop. Weeding

onions he recalls with considerable pain. The whole operation left Wilby with a 100 per cent distaste for the subject of gardening.

Another vivid memory is on the pleasant side. It is of the first visit of Miss Mabel Truesdell of Albert Lea, Minn., to friends in Waterloo. Within six months she had changed her name to Wilby.

Drove Sisters to Country

School in Horse and Buggy

The steel executive recalls other moments of his youth in Waterloo. He had the daily chore of milking two cows. And he had the assignment of driving his sisters, Bertha and Jennie, both teachers, in a horse and buggy to country schools. It gets pretty cold in that part of the country in winter and when snow was on the ground the driver heated bricks to put in the cutter to warm the feet of himself and his passengers.

After leaving high school Wilby worked briefly for the machinery company with which his father was associated and later was in the employ for a year of R. W. Bell, master mechanic for the Illinois Central railroad. Then came a desire to seek his fortune in the big city so he wrote letters in long hand to every company he knew in Chicago and elsewhere. After some time he received a letter from the late B. F. Affleck, then manager of sales for Universal Portland Cement company, which later became Universal Atlas Cement company, Chicago.

Wilby arrived in Chicago one hot day and Affleck gave him a job as salesman covering Iowa for the cement company, apparently partly on his statement that he was a teetotaler. That night he had dinner at the old Hofbrau restaurant. The weather being hot he became intrigued by the large glasses of beer being carried past him. He ordered one and at the moment it was delivered several of the cement company employees arrived on the scene.

"I thought you were a teetotaler," was the greeting he received from Affleck the next morning.

"I was, up to last night," was his reply.

Makes Quick Success as Cement Salesman

Wilby made a quick success of his Iowa cement salesman career. Among the things he did during this work was to call on the bankers in the towns he visited. From the bankers he obtained information about the economic condition of the area and tips on possible jobs requiring cement. He also called on prospects he previously was told would not buy from Universal. And he followed company instructions to the minute, including such details as dealer signs being displayed prominently. He would even help a dealer to put a sign on a roof.

The ex-cement salesman recalls his first sale. It was to a dealer named Scarclift in Independence, Ia., who had never bought from Universal. Scarclift surprised the youthful salesman by saying he would buy eight cars instead of a single car, as was hoped for. Years later when asked how he happened to place the order with the young salesman, Scarclift related that shortly before the call he had a row over the return of some cement bags to the company with which he had dealt.

In 1912 Wilby was brought from Iowa to Chicago as a division sales manager of the cement company, which was a subsidiary of United States Steel, and two years later was made assistant to the president. When Myron C. Taylor was made chairman of the board of United States Steel, Wilby was given the task of selling real estate and plants, no longer needed by the corporation which were valued at many millions of dollars. He was highly successful in this operation, and also was given the job of handling the corporation's public relations in the Chicago

area.

***Becomes Vice President
of Company in 1946***

In 1946 Wilby was elected a vice president of United States Steel and made the corporation's top executive in the Chicago area. Among the various United States Steel activities in the area are the two enormous steel mills in South Chicago and Gary and the American Bridge, American Steel and Wire, United States Steel Supply, Universal Atlas Cement, Gerrard Steel Strapping, and National Tube divisions.

As the official representative of the big company, he has taken a leading part in Chicago civic activities and is usually among those

present at civic gatherings. He enjoys hunting pheasants and ducks in the autumn. And he has a great deal of pleasure in the company of his two grandchildren, Donna, 11, and Craig, 7. The Wilbys, who reside at 10919 Longwood dr., have one daughter, Mrs. Thomas C. Smith, Poughkeepsie, N. Y.

Besides the material success which comes with the vice presidency of a big company like United States Steel—a success which has been soured somewhat by the demands of the tax collector—Wilby has been extremely successful in his relations with people. He has always been considerate of others. And his attitude toward his fellows has helped to smooth his own path.

The Road to Success

The Story of L. S. Wescoat, President of Pure Oil Company

—By Philip Hampson—

Probably there is no one in Chicago who gives more thought to automobile safety than the chairman of the board of the American Petroleum institute, vice chairman of the Automotive Safety Foundation, and a member of the executive committee of the Citizens' Traffic Safety board. The foregoing are among the activities of this safety minded gentleman who is one of Chicago's busiest citizens. He is L. S. Wescoat, whose full time job is president of Pure Oil company.

Wescoat, one of the most respected men in the country's oil industry, is a hard worker on behalf of automotive safety, both as regards those driving motor vehicles and pedestrians. His interest stems naturally from the kind of business he is in, the petroleum industry, whose best customers are auto, truck, and bus operators.

The Pure Oil president is another of the large number of industry leaders to whom Chicago has meant opportunity. When his opportunity presented itself he had the vision to accept it and the ability to know what to do with it.

Wescoat was born something over 60 years ago in Bridgeton, N. J., in a state which has no oil fields. His father, Thomas R. Wescoat, was in the glass business. Young Wescoat went to grammar school and high school in Bridgeton. He played guard on the prep football team and was on the baseball team. He is sorry to admit that he never had the thrill of making that last minute touchdown to bring glory to himself or



L. S. WESCOAT

his school.

Early Jobs Include Pushing Roller Chairs at a Resort

As a youngster he spent his summers in Ocean City, a New Jersey seaside resort, where he did all sorts of jobs to make some money, including pushing roller chairs along the boardwalk. In the winters he worked on a farm just outside town to earn spending money. He recalls that, in a manner of speaking, he was better off financially in those days than he is now because what he earned he kept—there were no tax collectors to grab a substantial part of his pay.

After graduation from high school he worked two years as a

cost clerk for Ferracute Machine company in Bridgeton. Then with the money he saved and with help from his father he went to the Pierce school in Philadelphia where he took a course in business administration and commercial law. After he left school he was employed by a group of Philadelphia financiers who were interested in a number of projects.

Among the projects was a proposal to set up a chain of automat restaurants in Chicago. Wescoat was sent to Chicago to handle the financial end of the proposed chain. While here he met the late Henry M. Dawes, a vice president of Dawes Brothers, private investment firm of the Dawes family, who also was interested in the project. The young easterner made an impression on Dawes.

About this time the United States entered World War I and Wescoat enlisted in the army signal corps as a private. Later he was transferred to the 816th depot air squadron in Detroit. He came out of the army in Detroit in May, 1919, as a lieutenant and went to work for the Fisher Body corporation where he engaged in business and finance activities. Fisher Body then was not a division of the General Motors corporation as it is now.

Lives Up to Expectation in Helping Firm Recover

In 1922 Henry Dawes in Chicago was having difficulty with a company in which his firm was interested—the Southwestern Gas and Electric company, Shreveport La.

“We needed a man of integrity, a man with tact and diplomacy, a man who knew how to deal with people,” Dawes shortly before his recent death told this writer. “I thought to myself that young Wescoat would fill the bill. We offered him the job of vice president and general manager of Southwestern Gas and he took it. I had no doubt as to his ability to fill it. He more than lived up to our expectation

and the company was back on its feet financially in a short time.”

Wescoat recalls with pleasure his experience in Shreveport where by practicing simple common sense and tact he was able to restore the effectiveness of the enterprise. One of the men with whom he had to deal was the late Sen. Huey Long, then in charge of the Louisiana public service commission's rate matters. Simply thru the use of tact he was able to get along with the ebullient Huey.

In 1925 the short time utility executive was called to Columbus, O., as general sales manager for Pure Oil company, another enterprise in which the Dawes family was interested. [Henry Dawes was chairman of Pure Oil's executive committee at the time of his death.] The company was moved to Chicago in 1926 and the general sales manager came along, too.

Wescoat's rise with Pure Oil is told in a recording of a few dates: 1926, vice president; 1932, vice president and secretary; 1936, a director; April, 1947, president.

He's Self-Effacing, Altho Ready to Assume Leadership

This brief chronology, of course, fails to show the long hours of study, the countless meetings, and the thousands of miles of travel required of an executive of a company having interests in many parts of the country. While he was busy with company business, he took the time to take leading roles in industry and civic affairs.

His knowledge of the petroleum industry led to his being assigned to various committees and officer-ships with the American Petroleum institute, the most important organization in the oil industry. He will serve as chairman of the board at the annual meeting of the A. P. I. Monday thru Thursday in Chicago and has been nominated for a second term. He is a member of the National Petroleum council and has served on a number of the council's committees,

including one, of which he is chairman, to study the tidelands oil situation.

Actually, Wescoat is the self-effacing type, tho as indicated he has not let this trait of his character keep him from taking a leader's part in his company's and his industry's affairs. Possessing a keen sense of humor, he is at the same time serious, so far as the business in hand is concerned. Agreeable in his relations with his employes, he is nevertheless not of the type that permits undue familiarity.

While in the army Wescoat met Miss Ethel Couse in Detroit. The meeting gave him an opportunity to practice the tact which was to play such a large part in his later success. It worked. Now Mr. and Mrs. Wescoat reside at 181 Lake Shore dr.

Recently, using his most tactful manner, Mr. Wescoat tried to convince Mrs. Wescoat that there are dozens of restaurants, groceries, and butcher shops not far from 181 Lake Shore dr. This time his tact failed him. The Wescoats recently acquired a home freezer.

Looking back on his career, the Pure Oil executive recalled his early visits to Chicago. Like so many others who have come here from other parts of the country, he found the friendliness of the people to his liking. In Chicago they accept you for what you show yourself to be, he commented.

A suggestion he would make to young men about to make a start at climbing the ladder, if it is a ladder that leads to success, is always to prepare someone with ability to take the job the climber holds at the moment.

"There are too many men who are afraid to build up the men just under them," he observed. "If a person is to advance he must be ready with someone capable of taking his place, otherwise he may not be offered the opportunity to take the new and better position."

Wescoat now has little time to enjoy golf, which he once played well. Instead he is devoting considerable time in trying to help make Chicago the safest city in the country. He disclosed that the Citizens Traffic Safety board, of which he was one of the organizers, will step up its safety program.

The Road to Success

A Sketch of Richard Wagner, President of Chicago Corp.

—By Philip Hampson—

A shrill voice shouting "hello" to him on a crowded Madison st. "L" station back in 1910 was the turning event in the life of Richard [Dick] Wagner, president of the Chicago corporation. For, after an exchange of "watchadoin's" customary among 14 year olds, the voice, that of a former schoolmate, shouted across the crowd a suggestion that he get a job at his [the voice's] bank.

"You can make \$20 a month and they pay you 50 cents a night overtime," the voice shouted. "Come on down in the morning and I'll take you to the guy that hires the kids."

"They do? You will?" were exclamations from the youthful Wagner.

And so, lured by the prospect of really getting 50 cents a night overtime, Wagner left Mandel Brothers in the lurch and went to work for the Continental and Commercial National bank—now the Continental Illinois National Bank and Trust Company of Chicago—with hours that extended from 8 a. m. to 10 p. m. As he sits in his comfortable office in La Salle st. he often wonders what he might now be doing had it not been for the voice of his schoolmate.

Born in German-American

Tenement in New York City

But to start at the beginning, Wagner was born in New York City on the fifth floor of a tenement at 83d st. and 3d av. in an old German-American neighborhood. His parents, Mr. and Mrs. Richard N. Wagner, came to the



RICHARD WAGNER

United States when children. His mother's father was a Lutheran minister who, after Bismarck came into power, was kicked out of Germany because he preached against war.

Times were bad in New York City so the Wagner family came to Chicago where jobs were supposed to be more plentiful. They settled in the Lincoln-Belmont district. However, frequent moves on the north side were made by the Wagners as the job situation was good or bad. Wagner's thoughts often go back to the old days in Chicago when people were friendlier and when they got more enjoyment out of little things.

"We moved around a lot," he recalled. "My father, who was

the happy go lucky type, frequently changed jobs. When he changed jobs or there was no job we moved.

"In those days persons were kind to each other. Frequently a part of the neighborhood was out of work. The families that had work helped the others. Every family had a time at helping and getting helped. In those days everyone looked down on any one who went to the charities for aid. You didn't ask help of a charity if you amounted to anything—and at one time or another almost everyone in the neighborhood could have had more to eat.

Learns to Save Pennies Early;

Goes to Work on Uncle's Farm

"Mother was the thrifty type, like most mothers in those days. I remember at one period walking from Lincoln av. and Center st. to Belmont av. and Clark st. to a grocery store to save from 4 to 8 cents. Mother saved the pennies and years later used them to make a down payment on a house."

When he was a small boy Wagner was sent to work on an uncle's farm in Wisconsin. His board was his pay. One of the tasks he disliked was hoeing beans—it got pretty hard on hands and shoulders.

When 14 the youngster was graduated from the Nettelhorst public school on the north side. He immediately got a job delivering mats for the Fairchild Service company. He saw no future there and got a job with Mandel Brothers and then got his bank job.

Dick Wagner when he joined the bank was a typical smart, wisecracking Chicago kid, with a hard core in his makeup that came from having to hold his own with others like him. He was quick to grab an opportunity. He had a ready wit and he was rated quite a clown. And the present Dick Wagner is the same sort of person.

At 14 the main difference be-

tween himself and other boys was that he wanted to get ahead fast and he was willing to pay the price in lots of work for any advance. So in addition to working long hours of overtime he went to night school where he stressed work in shorthand, English, and mathematics. Some years before he had been left some books by an aunt who died. By one of those strange circumstances they included a book on shorthand which he studied on his own.

So when opportunity knocked at his door he was ready. The office boy of George M. Reynolds, president of the bank, got sick one day and young Dick took his place. Then Reynolds' secretary got sick and the president couldn't get another in a hurry to write some letters. The new boy surprised the bank president by saying he knew shorthand. The president liked the boy's work and kept him in his office permanently.

When George Reynolds became chairman and his brother Arthur was named president, Wagner became assistant to Arthur. In 1927 he became a second vice president of the bank. In the meantime he had considerable experience with companies having financial troubles, notably in the period immediately after World War I when numerous companies were caught with excessive inventories.

His experience led to his appointment as the bank's representative at Chicago corporation when that company was created thru the merger of two investment companies, Chicago Continental corporation and the original Chicago corporation. Wagner became a vice president of the merged company which had its fill of depression troubles.

Reverses Financial Status of Chicago Corporation

In 1938 when Wagner was elected president of the Chicago corporation the company had on its books preferred stock with a call

price of 38½ million dollars, net assets of \$31,156,000, and earned \$795,000 from all sources during the year. The holders of the common stock were most unhappy.

The Chicago corporation is now an operating enterprise in the oil and gas business. Since 1939 it has paid off 32 million dollars of preferred stock at the call price and paid out 30 millions in dividends. It has properties and equipment representing a total cost of 40 millions. At the end of 1951 its assets totaled 46 millions and in that year its earnings before taxes amounted to more than 10 millions. And the stockholders are much more contented.

Not a bad record for a north side kid who often went to bed hungry.

Returning to the Wagner story—in 1917 the young banker married Miss Grace Sommer, whom he had known from boyhood. The Wagners live at 412 N. Prospect st., Park Ridge. They have three sons, John Donald, who is married and has three children; Richard Jr., an ensign in the navy who is

headed for Korea, and James A., a lad of 13.

He's a Rugged Individualist; Teaches Three Sons to Be Same

The father's main interest apart from his work has been his family, with fishing and golf lesser interests. He had tried to bring up his three boys so that they would be self-reliant, so that they would understand the value of a dollar, and so that they would know the rewards that come from work.

"I believe in rugged individualism," Wagner commented to this writer. "I want to see my children and my grandchildren have the same opportunity I had. I hate to see the socialistic trend in our country. The tax situation is bad.

"I was lucky to have been born poor and to have lived in poor neighborhoods. As a poor boy living among poor kids, the only way for me to go was up. So I'd like to say this to poor boys living in the poor districts of Chicago: Watch your step and go up, kids, it's worth it."

The Road to Success

A Sketch of Elmer C. Jensen, Dean of Chicago Architects

—By Philip Hampson—

The dean of Chicago architects is an 82 year old gentleman who may be found in his office daily. And if a caller has some difficulty in making an appointment with him it probably is because he is so busy working on projects he plans for the future or on one of his outside interests. Among the latter are those concerned with boys and elderly persons.

It is a pity that more Chicagoans haven't had the opportunity to know Elmer C. Jensen, head of the architectural and engineering firm of Jensen, McClurg & Halstead. He has been engaged in architectural work for 68 years which automatically should put him in the "dean" class. Those who have met him have a better understanding of the term, "a gentleman of the old school."

The firm that Jensen heads was organized more than 80 years ago by William Le Baron Jenney, known as the "father of the skyscraper." It was Jenney who developed the skeleton type of building construction in which the walls are hung onto the frame and have no part of the support of a structure. It is this type of construction that makes the modern skyscraper possible.

Has Hand in Designing of 29 Loop Skyscrapers

In his long career as an architect Jensen has had a hand in the designing of 29 skyscrapers, or near skyscrapers, in the Loop area. During his years of activity many of Chicago's most famed names in architecture have been his associ-



ELMER C. JENSEN

ates. Actually, the firm he heads has had 12 names, with changes made necessary by death or by withdrawals or additions.

Of the 68 years that Jensen has worked, 53 have been passed in offices in one building, that at 39 S. La Salle st. His story is one which should be of special interest to the many Chicago boys who for one reason or another will not be able to go to college. For Jensen's formal schooling stopped at the 7th grade, tho he did study later at night school.

However, the precise manner with which he speaks and his clear English might easily stamp him as a college man of an earlier day. In conversing with him one observes an absence of any trace

of cynicism. His comments on others in his profession are kindly.

He recalls with pleasure and enthusiasm a splendid dinner with wine given him by a client more than 50 years ago and a ride thru the park in a horse drawn carriage with another client. These were memorable events in the life of the then young architect and to him they still are.

Decides on Life's Work, Architecture, at Early Age

Mr. and Mrs. John Jensen, his parents, were born in Denmark. The son was born in Chicago March 18, 1870, on Campbell av. [an area which today is being cleared for the Congress st. super-highway]. The family soon thereafter moved to Powell av. on the northwest side where there were more trees and grass.

The senior Jensen was a builder and contractor. The son was most fortunate in one respect — even when a tiny lad he knew what he wanted to be, an architect. A neighbor of the Jensen family was William Jones, who worked in Jenney's architectural office. It was natural that the senior Jensen and Jones struck up a friendship because of their mutual interest in building.

Jones passed the Jensen home every day when he usually would ask the son how his father was. One day Jones asked the lad what he liked best to do. "Draw," was the answer. "What for?" was the next question. "Because I want to be an architect," was the reply.

The upshot was that the senior Jensen paid Jones to give his son lessons in architectural drawing in the Jones home evenings. Soon thereafter Jones told his youthful student that there was an office boy opening in the Jenney office. The lad told his father he wanted to take the job.

"You ought to go to college if you want to be an architect," the father told his son as he tried to

dissuade him from going to work at the age of 14.

"I don't feel that I can spare the time; I want to start right now," Jensen recalls telling his father.

And so the lad started to work with Jenney at the time the famed architect, who also had gained military fame as an engineer on the staff of Gen. Sherman in the Civil war, was building the world's first skyscraper, the old Home Insurance building, at the northeast corner of La Salle and Adams sts. The building since has been replaced by a really tall skyscraper.

The boy's first step on his way to an architectural career consisted of carrying blueprints from Jenney's office to the construction work. The ambitious youngster continued his study of "drawing," in the course of which he went to night school. While still in his teens he became a junior draftsman. Meantime his architectural studies were being continued under Jenney.

"Jenney was a great teacher and he was one of the finest men I ever knew," Jensen told this writer.

Young Jensen was given ever increasing responsibility by his employer and in 1907 he became a member of the firm, Jenney, Mundie & Jensen. Meantime, he had developed a reputation of his own for integrity and for ability to save money for his clients.

Jensen was a part of the Chicago scene during the period the city was growing at a rate which made it one of the world's marvels. Buildings, large and small, were shooting up almost overnight in all sections of the city. But it was in the downtown district that a large part of the young architect's work was done.

Associated in Construction of About 26 Bank Buildings

Among the Chicago buildings in which he had a hand constructing

are the New York Life, the National Life [now the Equitable], the Fort Dearborn, the Union League club, and many others. There were some 26 bank buildings, many in other cities. Among the bank buildings was one on Monroe st. which was built for John R. Walsh, Chicago banker who was sent to prison for mis-handling the bank's funds. It is typical of Jensen that he recalls the good qualities of the banker and continues to refer to him as his friend.

The banker and his deeds, both good and bad, long since have vanished. The bank building of which he once was so proud is now a garage.

In many respects Jensen has had a rather tranquil life. He has gone along in the practice of his profession and at the moment has some projects on the fire. There have been periods of depression when money was scarce. He has been given about every honor the members of his profession in Chicago have been able to bestow. He is a past president of the Illinois Society of Architects and of the Chicago chapter of the American Institute of Architects. He has been president of the Chicago Building congress.

The architect has headed the Union League club's boys club activities and he has served on the board of an old people's home. He has been active in slum clearance and is a member of the advisory board of the Chicago plan commission. An associate commented that despite his years Jensen still has time for work that much younger men would turn down because they were "too busy."

Recalls Lifetime of Great Moments, Achievements

There have been many incidents

and moments to recall. One was of a building which was almost completed for the World's fair of 1893. It was to have been a colossal theater, with a great expanse of water, for the presentation of a dramatic story of the discovery of America by Columbus. Almost finished, the contractors refused to complete the job because the sponsors lacked sufficient funds and the enterprise was abandoned.

Jensen recalls a great achievement in the replacement of a floating foundation under The Fair store with a foundation in which concrete columns were set on hardpan. Business was carried on as usual and the public had little knowledge of the very expensive engineering feat that was going on under its feet. And there are many more.

In his twenties Jensen met at church a young lady from Buffalo, N. Y., Miss Mary Dodsworth Nagel. He married her in 1900. Mr. and Mrs. Jensen have a son, John C., in the export business, and two grandchildren, Sharon and Susan.

The senior Jensens have an apartment on Woodlawn av. and a home on the shore of Lake Michigan, five miles south of South Haven, Mich. Jensen says if he has a hobby it is one of keeping close to nature. He loves flowers, trees, birds, and all other things having to do with the great outdoors.

A prominent Chicago citizen who has known Jensen many years had this to say about his friend:

"Had the great essayist, John Ruskin, written about Jensen, he might have said: 'Here is a man with a classical character. We would do well to use him as an example for our children' "

The Road to Success

A Sketch of Clarence B. Randall, President of Inland Steel

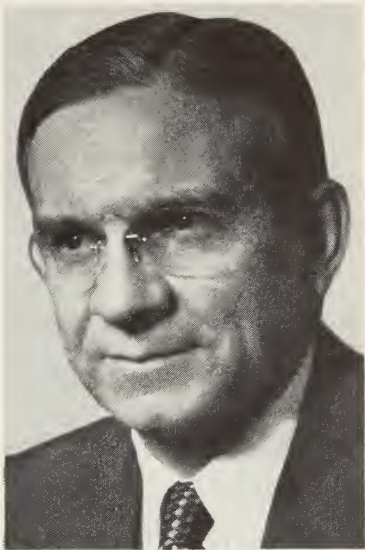
—By Philip Hampson—

When Clarence B. Randall was a young student at Harvard university in need of a summer job to help finance his studies one year he wrote a letter at his mother's urging to a cousin, William P. Belden, in Ishpeming, an iron ore center in Michigan's upper peninsula. The student hoped his cousin could get him some work. This the cousin did.

Little did young Randall think when his letter left for Ishpeming that his action was to start a train of events which would lead ultimately to his becoming president of one of the country's great steel companies and to his becoming a national figure when on a national television hookup he issued a stinging rebuke to a President of the United States.

But let's start at the beginning in this brief sketch of the career of the president of Inland Steel company. Clarence Randall was born March 5, 1891, in Newark Valley, N. Y., in an area known as "the southern tier" half way between Binghamton and Ithaca. He is a seventh generation descendant on both sides of families whose forebears had come to the United States from England and who had settled in New England. Early in 1800 members of both his father's and his mother's families moved to New York state.

Randall's father, Oscar S., grew up on a farm and later became a storekeeper in the village of Newark Valley, the postmaster, a deacon in the church, and a member of the school board. Financially, he was not a great success.



CLARENCE B. RANDALL

The son's early years were typical of those of other youngsters in the community. He enjoyed an "old swimming hole" in summer. In the fall he gathered chestnuts. [At this late date he is regretful over the disappearance of the American chestnut trees.] He spent his summers on his uncles' farms. He was an avid reader of James Fenimore Cooper and G. A. Henty. His first money was earned trapping muskrats whose skins were sold to a New York firm.

On his graduation from high school at the age of 15 he went to a preparatory school, Wyoming seminary, at Wilkes-Barre, Pa., for two years. He entered Harvard in 1908 and was graduated in 1912. Then he went to law school at Harvard from which he was

graduated in 1915.

Randall said his college career was made possible by the efforts and courage of his mother, who, incidentally, had a hand in the aforementioned cousin, William Belden, going to college. The young Harvard student worked at such jobs as he could get. And he was helped financially by scholarships.

"My marks were excellent," he told this writer the other day. "They had to be, for without the scholarships my college career probably would have ended."

Randall had no glamorous athletic career either in high school or college. This may be accounted for by the fact that when he entered college he tipped the scales at 100 pounds. Some of the erstwhile classmates of "Peewee" Randall, as he was once known to his friends, might be somewhat astonished at the way he now backs away from the pleasures of the table in the interest of his waistline.

Cousin Lines Up Job with Engineering Gang

Ultimately there came the fateful day when a letter arrived from the cousin in Michigan. Belden had a law firm in Ishpeming where he was counsel for Cleveland-Cliffs Iron company. The cousin said he had a job lined up for him with an engineering gang and enclosed a check covering his rail ticket to Buffalo and a pass on the ore boat Pontiac to Marquette.

When the people in Michigan got their first glimpse of young Randall they got a jolt. He was so small he couldn't be of any use to the engineers. So the cousin gave him a job as office boy in his office. And thereafter the student came back every summer to the office. He became completely enamored of the north woods country and its people.

On his graduation from law school his excellent record brought him to the attention of one of

New York City's leading law firms, which offered him a post. He declined it to go into the law firm of his cousin in Ishpeming.

Randall recalls his first assignment which was handed him almost as soon as he had hung up his hat on his arrival in Ishpeming from law school. He was assigned to the trial of a personal injury case involving a lumberjack who had been hit by a railroad hand car. He was told he was to address the jury. This he did and he was followed by his cousin.

The jury gave a split decision, with two dissenters. The older man gave young Randall and himself credit for influencing each of the two dissenting jurors. In less than a year young Randall had appeared before the Michigan Supreme court and had addressed the Wisconsin legislature.

Meantime, the young man was enjoying life in the area, making friends. On one occasion he went to a garden party in Marquette where a play was being presented. In the cast was a very pretty young girl. Randall inquired as to her name—it was Miss Emily Phelps—but didn't meet her until several years later. As may be suspected, the former Miss Phelps is now Mrs. Randall.

In 1917 the United States entered World War I. Randall went to the first officers training camp at Fort Sheridan. On the Saturday of the week in which the course was ended, Aug. 18, 1917, he and Miss Phelps were married. The young bridegroom soon left for France where he served with the 85th and 35th divisions. He emerged from service as a captain.

On leaving the army he returned to his cousin's law firm in Ishpeming. Belden had moved to Cleveland and Randall and two of his cousin's former associates took over the firm.

In 1925 David Thompson, vice president in charge of operations for Inland Steel company, was up to his ears in work. P. D. Block,

president, told him he should have an assistant and recommended that he get a young lawyer, preferably one who could be persuaded to drop his law work and learn the steel business.

Block further recommended that Thompson inquire around in the Michigan ore country for such a man. This Thompson did and was told by friends that Randall was a good man. So in 1925 Randall was employed in Inland as an assistant to the vice president.

Makes Notable Progress with Inland Steel Company

As might be expected, Randall's progress with Inland Steel was notable. In 1930 he was made vice president in charge of raw materials, a position which he held until 1948. In this position he had the responsibility for the development of the company's iron ore, coal, and other raw materials sources. Meantime, he was becoming well acquainted with the varied activities of his own company and of the entire steel industry. In 1949 he became president of the company.

Randall has a thoro understanding of the steel industry both from the operations and the economic points of view. His brilliant record as a student at Harvard gave the assurance that he would never stop learning about his chosen field. As the years passed his reputation as a steel industry authority spread. And so he became in demand as a speaker. He speaks extremely well and always has something to say. He has an easy style of talking to an audience. The over-all result is that it is easy for him to hold an audience.

Meantime, he has earned for himself a considerable reputation as a writer on various subjects, notably on those concerned with labor relations and above all with

American liberty as it used to be in this country before governmental agencies and labor unions got in their restrictions.

In his passionate pleas for the upholding of American liberty he has been extremely outspoken. He has been especially critical of the closed shop which makes it obligatory for so many American citizens to join unions in order to be able to work to support their families.

Randall is Choice to Reply to Truman Blast

When President Truman on the occasion of his seizure of the steel industry early this year in a television appearance denounced the industry in terms held to be unwarranted, it was only natural that the industry's leaders should choose Randall to make a reply.

So on April 9, 1952, Randall gave his address titled "These Are the Facts, Mr. President" to one of the largest audiences ever to hear a civilian. Randall made it clear he was addressing Mr. Truman as the man and not as the President of the United States. His address, in which he accused Mr. Truman of making false statements, made Randall famous throughout the country.

Because he is a man of high intellectual attainments, Randall can be excused for a seeming impatience with persons displaying some ignorance. He may appear a little brusque. Actually, he is an extremely modest and considerate man, an extremely agreeable companion, always ready to do a friend a service. His record in community activities in Chicago and in Winnetka, his home, is outstanding.

Mr. and Mrs. Randall have two daughters, Mrs. Mary Gilkey and Mrs. Miranda Hunter, and five grandchildren.

The Road to Success

A Sketch of Col. John Slezak, Industrialist and Army Adviser

—By Philip Hampson—

In 1908 a little boy stood alone, trembling, amid the big buildings in the vast Skoda plant which was once the munitions and heavy machinery mainstay of the former Austro-Hungarian empire. He was there at the age of 12½ embarking on a career which, if he had known where it was to carry him, might have taken away what little courage he had in that strange new world.

For within another dozen years he had left his native land, worked in several other European countries, and had come to the United States, where he joined the fight to make "the world safe for democracy." Before he was 50 he was to head a United States war activity that produced more than 5 billion 300 million dollars' worth of ordnance equipment for World War II. Later he was to see Czechoslovakia, which was once famous for its own democracy, lose its freedom and fall under the soviet yoke.

The foregoing few words introduce to Chicagoland one of its foremost citizens, Col. John Slezak, who headed the Chicago ordnance district in World War II and who now is top man of three Illinois industrial companies, is a director of several others, and serves his adopted country in many other ways. However, above all Col. Slezak may be described as an American super-patriot who loves the United States with a depth of emotion understandable only to those who



COL. JOHN SLEZAK

feel about liberty as did Patrick Henry.

Col. Slezak was born April 18, 1896, in the little town of Stara Tura—about 100 miles from both Prague and Vienna — of Czech parentage. The town was in the Hungarian part of the country. His father was in the general produce business.

Went to School Until 11,

Then Did Odd Jobs

The future ordnance chief went to a Lutheran school until he was 11, graduating a year ahead of time. Then for a year he did odd jobs in his native town. His work consisted mostly of grafting limbs on fruit trees and stems on rose bushes. He recalls that his early

labors in the field of horticulture taught him a "lot about people, plants, and animals," not to mention bees.

The youngster, who at the time was farmed out to an aunt who did not care much for children, wanted greatly to continue his schooling, but his parents could only finance the advanced education of his older brother. The younger boy had technical inclinations and his grade school teacher got him an apprenticeship at the Skoda works in Pilsen.

As an apprentice he got no pay for hours extending from 7 a. m. to 7 p. m. Actually he started work at 6 a. m. to have everything ready for his boss and he worked after 7 p. m. cleaning up. On Sundays he worked three hours on a general cleanup, after which he went to church. The older men regarded the apprentices as "the lowest form of animal life" and treated them accordingly.

Young Slezak's first job was to clean machines. Later he learned how to operate them. He was assigned to the small arms division, an assignment which later was to be of value to him and the United States. While an apprentice he was given food and shelter—his clothing he had to get from his parents. He comments that he grew but little on the food served him.

Completes Apprenticeship and Becomes Machinist

When he was about 15½ he completed his apprenticeship and took a job as a machinist with a farm implement manufacturer in a Hungarian town on the Danube river. There he had his first adventure in the field of management-labor relations. The youngster served as spokesman for the plant's workers, who struck when two of their members violated a boycott of the local taverns for boosting beer prices. Slezak, incidentally, did not drink beer.

The strikers lost when the plant manager threatened to fire those not returning to their jobs and the young spokesman, his pride hurt, quit.

Slezak then went to Vienna, where he obtained a job as a toolmaker for a small tool company. There he joined a union, largely because the union had a library, despite his family's and his friends' protests. Unions were held in disrepute then.

"Why join a union just for a library?" this writer asked.

"Because the only library available to me was the union's and I was a great reader," the colonel replied. "There, you see how little you people born in the United States know what is going on in other lands. You take a library for granted, like the air. But, when I was young, libraries open to the people were rare. If Americans could be made to realize truly how wonderful is our country, how much it offers to the most humble citizens, they would get much more excited about any threat to their liberties."

In 1912 the young man came across a book, "The New Freedom," by Woodrow Wilson, which gave him his first understanding of the United States and a strong desire to migrate to this country. After working in Austria, Germany, and Belgium, he found a job in Holland. All that time his interest in the United States and its ideals of liberty grew greater.

Borrows \$75 and Comes to America

Late in 1916 he was able to borrow about \$75 from friends, which enabled him to take passage to New York City. He arrived in December, 1916, with \$5 in his pocket.

The young immigrant went to Racine, Wis., where his first job paid him 15 cents an hour. He worked for several other companies and later went to the Rock Island [Ill.] arsenal, where his

small arms manufacturing experience was of great value. When war was declared, the call of the uniform was too great to resist and he joined the army. His enlistment papers disclosed his Rock Island experience and back there he went as a private.

While residing with relatives in Racine and always when he could thereafter, the young immigrant studied English as best he could, sometimes in night school, but mostly by reading. He passed every moment he could in libraries where he received great help from the librarians.

Slezak left the army a sergeant and continued in the reserve. His ordnance experience ultimately led to his being commissioned an officer. Meantime, he was back in the industrial world briefly. He quit a good paying position to start working his way thru the school of engineering at the University of Wisconsin. Because of his lack of a secondary school education — he had not even taken algebra—he was permitted to enter the school only on a conditional basis. However, as might be expected, he was graduated in the upper group.

So at the age of 27 he left Madison and went to work in 1923 for Western Electric company in Chicago. Two years later he was teaching Sunday school at the First Methodist church in Oak Park when he met Miss Dorothy Goodwill. They were married in 1926.

-oins Turner Brass

Works as Engineer

In 1930 Slezak became associated with the Turner Brass works in Sycamore, Ill., as an engineer, and was made president in 1940. Meantime, he kept up

his work as an ordnance officer in the reserve and when World War II came was called to active duty. In 1942 he was appointed head of the Chicago ordnance district, where his record brought him a commendation from Lt. Gen. Levin H. Campbell, chief of ordnance, for his "outstanding work."

In one respect Col. Slezak has had a sort of "silver spoon" advantage over many persons on his journey up the road toward success. His parents bequeathed to him a magnetic personality and a warm nature, which makes people immediately have a liking for him. This explains a comment he made to this writer that, ever since he arrived in the United States, "people have been doing such nice things" for him.

Col. Slezak's voice is somewhat reminiscent of that of Charles Boyer, the French actor. The slight accent and rich quality give it a highly pleasing effect.

Besides heading Turner Brass, he is president and chairman of the board of Pheoll Manufacturing company, Chicago, and chairman of the board of Kable Printing company, Mount Morris, Ill. He is a director of the Illinois Bell Telephone and other companies, is chairman of the board of the Illinois Manufacturers' association, and a trustee of the Illinois Institute of Technology. He holds a number of high advisory posts serving the army, including that of chairman of the advisory board, Chicago ordnance district.

Col. and Mrs. Slezak live in Sycamore. They have two daughters, Mrs. Paul Michaud, Chicago, and Mrs. Robert Shologon, New York City. Col. Slezak, because of his many interests, spends a good part of his time in Chicago.

The Road to Success

A Sketch of James D. Cunningham, Head of Republic Flow Meters

—By Philip Hampson—

It's the dream at one time or another of almost every American to go into business for himself. So it was only the natural order of things when a young glue salesman named James D. Cunningham at the age of 21 gave up a job at which he was doing quite well in order to become his own boss. Young Cunningham lacked cash and experience, but was able to draw on a sufficient amount of ambition, courage, and youth to enable him eventually to make his way to a good position among Chicago's leaders.

So today if you go to the offices of Republic Flow Meters company and ask for the president you will meet the ex-glue salesman, now a distinguished appearing gentleman of 65. And incidentally, if you are observant, you will find the name of James D. Cunningham included frequently in accounts of activities looking toward the betterment of Chicago and its citizens.

The subject of this sketch is a native Chicagoan. He was born May 5, 1887, in a then outlying section of the city—in the vicinity of 47th st. and Vincennes av. His father, William H. Cunningham, was western manager of the Fire Association of Philadelphia, with an office in the old Royal Insurance building [at Jackson blvd. and La Salle st. where the Federal Reserve Bank of Chicago building now stands] which had windows that gave small boys an excellent view of parades.

When Cunningham was 7 his mother died and at 13 he lost his father. Older brothers and sisters brought him up in the old family



JAMES D. CUNNINGHAM

home.

•As a youngster he spent almost all his time in Chicago. He graduated from Frances Willard Grammar school and Hyde Park High school.

Passes Up College Offer and Goes Right to Work

On the youth's graduation from high school at the age of 18, his grandfather, James P. Dalton, offered to pay his way thru college if he would spend two years at Armour institute [now Illinois Institute of Technology]. This offer the youth declined with thanks, explaining that he didn't want to take time out of his life to go to college. He wanted to go to work at once.

A relative got him a job as a

clerk with the Armour Glue works, a subsidiary of Armour & Co., at \$8 a week. The young clerk decided that he wanted to become a salesman. He persuaded his boss to let him take some glue samples on his Tuesday afternoons off [he worked Saturday afternoons instead] and make sales expeditions on his own time. Soon he started coming in with some good orders, so when an opening developed he was given a job as a salesman.

He found that many of his customers were much interested in the glue they bought, how it was made, and all about it. To satisfy their curiosity he took it on himself to learn all about the factory from top to bottom. Then when customer visitors arrived he was able to give a good account of glue. In the course of his studies in the plant he became acquainted with the chief engineer, Charles Brown.

The acquaintanceship brought forth the information that Brown had a little manufacturing enterprise of his own as a sideline. His small plant was operated for Brown by a young man named Fred Follansbee. Brown's sideline put into Cunningham's mind the possibility of having a small business of his own. When Brown offered to sell the business to Cunningham and Follansbee, the two young men seized the opportunity.

Cunningham sold a banker on his plan and borrowed the money needed to buy the business, which was the manufacture of glue and soap machinery.

Runaway Ambition Brings Sad Days to Young Firm

"With the old gent gone we said to ourselves, now we'll go places," Cunningham recently recalled to this writer. "Then came a sad story. Unfortunately there was no governor on our youthful ambition. We got into all kinds of things. One was the manufacture of a boiler tube cleaner. Our product wasn't much good, but our competition was.

"There was one fortunate circumstance during our partnership, at least for me. Brown one day brought in an Armour institute professor named George Gebhart who had invented a steam meter. Brown said this was an important piece of equipment which could be very useful for measuring the steam used by various departments of a company for cost accounting purposes. I became fascinated by the device and we made a few."

Cunningham said the business was not going well, to put it mildly, so he made an offer to sell to his partner his share of the enterprise for a note for \$5,000 plus the Gebhart invention for which he wanted a clear title. The partner accepted the offer.

Whereupon Cunningham rented quarters 20 by 20 feet at 304 W. Randolph st. to start a business completely on his own. He had no cash, but he did have the invention. He went to Ed Wachs, a machinery dealer, told him he had just failed in business, owed the bank \$6,000, and wanted to get started on his own.

Wachs gave Cunningham enough machinery for a start and the young business man took the steam meters he had previously made and sold them. He would install the meters himself, then would go back to his customer the next day and ask if he could be paid. In this way he got enough money to keep going and to pay his one employe, a mechanic.

Next Come Fire, New Plant, the "Big Break," and Success

The young man had been in the Randolph st. quarters for two years when the building had a fire. His machinery was dumped down to the floor below. Fortunately a brother had insisted on his insuring his few belongings for \$1,000. An adjuster found him sitting on a charred barrel when he came to pay the \$1,000. Cunningham waxed so enthusiastic about his steam meter that the adjuster

went out among his friends and raised \$10,000 to start him in business again. Cunningham set up a new plant at 565 W. Washington st.

Then came his big break. An engineer named J. M. Spitzglass, a graduate of Armour institute and a former employe of Brown, joined the small firm.

"We really got started going then," Cunningham said. "Spitzglass, who passed away some years ago, took over the engineering and development and I ran the sales end. We changed the name of our company from Steam Appliance company to Republic Flow Meters company. We expanded rapidly and kept enlarging our line so that as the years passed we manufactured a wide line of industrial instruments and automatic control equipment."

By 1920 the company's business, which includes the manufacture of devices that measure the flow of all liquids and gases, had grown so large it moved into a large plant in Diversey av. And Cunningham was a success.

Steps In to Help Keep Armour Institute Open

Meantime he had served as a lieutenant in the army, being assigned to aircraft production work in Detroit. In 1928 he was elected president of the Illinois Manufacturers' association. Because of the interest of Spitzglass and Gebhart in Armour institute he became a trustee of that institution. He became acquainted with the late Samuel Insull, who, too, was interested in Armour institute and did much toward keeping it solvent. When his own financial troubles overwhelmed Insull in the depression and he could no longer continue his support of the institution the suggestion was made in some quarters that it be liquidated. At this crucial point Cun-

ningham and some other trustees got together and said this must not be permitted to happen.

Cunningham set out to get some new trustees. The first business man he went to was Charles B. Nolte, president of Crane company. Nolte said he would sit on the board if Sydney G. McAllister, then president of International Harvester company, and Gen. Robert E. Wood, now chairman and then president of Sears, Roebuck & Co., would also go on the board. Cunningham got both gentlemen to accept, rather to Nolte's surprise, and he too joined. Armour institute was pulled out of the hole.

Cunningham has continued his close association with the famed Chicago engineering institution. He also has been prominent in numerous civic activities.

His Formula: Enthusiasm and Working to the Utmost

Cunningham, recalling his own early days, says that to succeed a young man should get enthused about one thing and go forward with it to the utmost. He admits that when he was young taxes were light and there were no governmental regulations to act as handicaps such as exist now for the person starting out on his own. He emphasizes that if a young man will give his efforts everything he has he can succeed despite these handicaps.

As to civic activities he says that a man who sits in his office and refuses to take part in them is missing a great deal in life. He has made many fine friendships as a result of his civic work which have greatly enriched his life.

Mr. and Mrs. Cunningham reside with their children, James D. Jr. and Barbara, in Winnetka. Cunningham's chief interest apart from his work and his civic duties is golf.

The Road to Success

A Sketch of Fred A. Poor, Chairman of the Board of Poor & Co.

—By Philip Hampson—

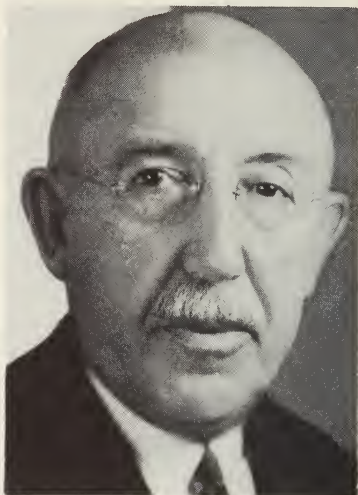
For many years, Chicago Association of Commerce jaunts on new streamlined trains or on friendship missions to nearby cities were enlivened by the singing of one of the association's members. What the member's voice lacked in quality or pitch was more than made up in volume and enthusiasm. And at least the others knew what their comrade was singing.

The singer referred to is Fred A. Poor, chairman of the board of Poor & Co., which controls 16 subsidiary and associated companies and divisions, most of them engaged in the manufacture and sale of railroad equipment and related items. He is one of the most widely known of Chicago's manufacturers and knows virtually every railroad president in the country by his first name.

In recent years Poor has eased up in his singing and in the number of his trips. Two years ago he gave up golf, a game at which he was just fair. Possibly the reason for his slowing down his outside activities may be explained by his desire to let the younger generation have a larger share of these pleasures. You see, he observed his 82d birthday last April 16.

However, to one seated in his office in Michigan av. overlooking Grant park there is no indication of any slowing down of his business pace. He discusses business coups and company acquisitions with all the enthusiasm of a man of 40. And there is no doubt as to who is running things at the Poor company headquarters.

This writer proposes to make



FRED A. POOR

no use of the many obvious puns that could be hatched in this case. Suffice it to say that Mr. Poor is a man of some wealth, in fact quite a lot of it, as may be indicated by his keeping of an 80 foot yacht in a Miami Beach harbor on which for many years he has passed some of the colder winter months. His fishing is done from a smaller boat in Florida waters. Here, too, he has been successful and to prove it he has mounted on his office wall an African pompano, which is said by persons far better qualified than this writer to be quite a rare fish when pulled from Florida waters.

Boyhood in Maine Typical;

Starts Career at \$20 a Month

Poor's life story is the traditional one of a young American

starting to make his way with a capital consisting not of dollars but of health, ambition, honesty, and a desire to work. He was born on a farm near Andover, Me., April 16, 1870. His father, William C. Poor, decided to give up farming when the son was only 1 and took a job as agent with Adams Express company at Port Chester, N. Y., a suburb of New York City.

In Port Chester the boy's life was similar to that of his companions. He went to grammar school and to high school. In the summers he went to his uncles' farms in Maine where he helped with the chores. He played third base on the high school ball team.

He still remembers a big high school thrill which occurred four days before his graduation. He had always been rather "lively" in the classroom so it came as a surprise when the principal informed him he was to read the class prophecies. This was the second highest honor he could have received, the first being the valedictorian. Incidentally, his classmates prophesied that he would be engaged in the transportation business.

The high school's fourth year examination was an entrance examination for Yale. However, young Poor did not enter Yale because his parents could not afford to send him there and he did not care to take the time to work his way thru. So at 17 he started his business career—a job obtained for him by his father with Adams Express at \$20 a month. In five years, in 1892, he was collecting \$50 monthly for work which included extra clerk, way bill clerk, messenger, and related jobs.

On a day in 1892 came one of the important events of his life tho he didn't know it at the time. A. J. Wilson, a friend of his father, was being sent to Chicago by Hall Signal company to supervise the installation of automatic block signals on the Chicago and North Western and the Illinois Central

railroads. Wilson wanted with him a "man he could trust."

Learns Electricity by Mail and How to Sell by Selling

When he was offered \$40 a month and expenses to take a job in Chicago the spirit of adventure in him prompted him to accept. So the year before the World's Columbian exposition opened found the young man standing in La Salle st. trying to find the Rookery building where he was to report. He asked a policeman where the building was and was informed that he was standing in front of it. On reporting to the Hall Signal office the news was broken to him that his expense allowance would be \$22 a month. He paid \$6 a week for a room in a boarding house on the near north side.

Poor worked with Wilson for a year when he quit to take a job with the Illinois Central as a signal maintainer. He worked for the I. C. five years, during which he attained the post of superintendent of signals.

In 1900 he left the road to go to work for Weber Rail Joint company as a salesman at \$125 a month. He recalls that when he started with Hall Signal he knew nothing about electricity and when he went to work for Weber he knew nothing about selling. He was persuaded to take the position by Frank R. Coates, a friend of his father and an easterner who wanted "some one he knew." He learned about electricity by taking a four year correspondence course and he learned how to sell by selling.

In conversation with his customers he learned that a major railroad problem was how to deal with creeping rails. The impact of heavy trains surging over them caused rails to creep—to get out of alignment. It was costing the railroads large sums of money to put the rails back in alignment. In his spare moments young Poor devised a way to end this nuisance

thru his invention of "the first successful rail anti-creeper."

Talk of Consolidation

Leads to Own Company

About this time there was considerable talk about a consolidation of three large equipment companies, of which his company was one. Fearful of being "consolidated out of a job," Poor decided to organize a company of his own. He established Railway Specialty and Supply company with a capital of \$10,000. Of this amount his invention was put in at \$3,000 and friends subscribed \$7,000 in stock. He recalls that one reluctant friend was persuaded to put up \$1,000 only after the most earnest urging. Later the friend got back more than \$400,000 for his \$1,000 investment.

The three companies eventually were merged under the name of the Rail Joint company, but instead of being "consolidated out of a job" Poor was sent by the larger enterprise to England where he spent two years selling rail joints. At the end of his first year he wrote his superiors in New York that he wanted to be sent back to Chicago, but was induced to stay in London. At the end of his second year he repeated his request. When his letter remained unanswered he cabled New York that unless he was relieved by Nov. 1 he would lock the door of his office and come on home.

The homesick salesman was instructed to turn over the business to United States Steel Export company and to return. He approached New York with some misgivings as to his job, but was pleasantly surprised when his superiors gave a dinner in his honor and announced that he was to be western manager for Rail Joint, with headquarters in Chicago.

Meantime, the little company organized to assure himself of a job was prospering under the management of his partners, including Philip W. Moore. The name was changed to P. & M. Co. because Poor and Moore were its chief officers. Poor continued with Rail Joint for three years and then resigned to become active as president of P. & M. which continued to specialize in the sale of rail anti-creeper.

In 1928 Poor & Co. was organized for the purpose of broadening the interests of the Poor group. It had hardly started when it ran smack into the great depression and Poor found out the real meaning of trouble. However, the depression storm was weathered and the company forged ahead.

Now as Poor looks back over his 82 years he feels that two of the most important events in his life were his decisions to go to Chicago and to go into business for himself.

"If any young man will apply himself he can find the opportunity right now to move ahead," Poor told the writer while seated in his office. "I wish I was 40 again; I could make a lot more money."

He added, however, that good fortune plays a considerable part in a man's success. Further, he must have the vision to see an opportunity when it comes and the ability to handle it when he grabs it. And good health is all important.

Poor stressed the wisdom of moderation in all things and of maintaining one's integrity. When he leaves his office, generally about 4:30 p. m., he enjoys a few quiet moments before dinner with his wife at his residence at 1448 Lake Shore dr. He sips on an old fashioned cocktail while discussing the events of the day.

The Road to Success

A Sketch of Fred T. Whiting, Official of Westinghouse Electric

—By Philip Hampson—

The number of young men in college who were put on the way to fame and fortune by "interviewers from the big city" is legion. These anonymous benefactors of the country's youth arrange a rendezvous with a job and go on their way. Mostly they are men, so probably it would be unseemly to liken them to the three goddesses of fate of Greek mythology. But the results of their work probably are much the same.

So if he is so inclined, Fred T. Whiting, vice president of Westinghouse Electric corporation, may thank the three fates as personified by the Westinghouse interviewer who visited him at the Iowa State college at Ames for starting a future that was to bring him a splendid position in life, a wife, a host of friends, and a warm place in Chicago's heart.

The story of Whiting's life should be encouraging to the young men who are willing to pay the price of a slow start and a slow climb toward the top in their chosen fields.

Fred T. Whiting arrived in this world Dec. 27, 1890, in a small apartment over a drug store in Knoxville, Ia., and he is probably observing his 62d birthday today in his home at 5335 N. Magnolia av. provided the Christmas festivities haven't dulled his desire for any more celebrating.

Boyhood Spent in Small Town Near Des Moines

At the time of his birth his father, Fred S. Whiting, a building contractor, was in Knoxville on a state building job. Soon thereafter the family returned to its home



FRED T. WHITING

in Des Moines. In 1895 the Whitings moved to Waukee—a small town 15 miles west of Des Moines—which was to be home for many years to come for the subject of this sketch, his mother, father, brother, and two sisters. The father, meanwhile, had entered the lumber and grain business.

Young Whiting went to grammar and high school in Waukee. In high school he played tackle on the football team—he can still feel the effects of a dislocated collar bone—and did the 440 yard dash on the track team. Starting as a small boy he did all the jobs he could to make money. When he was 13 he started lathing barns and house—mostly barns.

And when he was attending Iowa State college taking an en-

gineering course he continued working to finance his studies. Whenever he could he took lathing jobs because he was proficient at that. However, he wasn't too choosy, taking advantage of everything he could "to make a dollar." One time he helped pave streets.

On another occasion he and a classmate made a tidy amount of money by making and selling to church bazars, Fourth of July celebrations, and picnics wooden dolls mounted on hingelike affairs. People threw balls at them and if they knocked them over got a cigar. The former manufacturer and salesman recalls that the cigars so awarded were of extremely doubtful quality, which is probably an understatement.

Starts as Engineer for Westinghouse Subsidiary

In 1913 he was graduated from college and as a result of his interview joined the old Westinghouse Machine company—a subsidiary of what is now Westinghouse Electric corporation—in East Pittsburgh, Pa. He started out as an engineer, but in the years to come he was to do little engineering. His first assignment was that of a graduate student apprentice with pay at 13 cents an hour.

After a year he was given a permanent job in the turbine engine test room at 20 cents an hour. To make more money in that period he worked as a clerk in a men's furnishings store Tuesday and Thursday evenings and all day Saturdays.

After two years he went into sales work with the company headquarters and on Jan. 1, 1917, was transferred to Chicago where he has been ever since except for army service.

In World War I Whiting entered the first officers' training camp at Fort Sheridan where he spent a month training and then went to Fort Leavenworth, Kas., for two more months. He served overseas with the 5th United States engineers, 7th division, see-

ing front line duty near Metz. He emerged from service a major. He was in command of all the troops on the George Washington, which in February, 1919, brought President Wilson's party back from France. Included in the party was a young assistant secretary of the navy named Franklin Delano Roosevelt. Whiting recalls a number of chats with Wilson.

Takes a Wife and Rejoins Company

On his arrival in the United States about the first thing the young officer did was to make a bee line to the home of Miss Rhoda McFeatters in Pittsburgh. He and Miss McFeatters had planned to be married in June, 1917, but put the wedding off because of the war. That delay was speedily ended and Mr. and Mrs. Whiting had a honeymoon in New York City and Washington, compliments of Uncle Sam.

The young husband left the service at Camp Humphreys, Va., in May, 1919, and rejoined Westinghouse in Chicago as a steam turbine salesman, with Iowa as his territory.

In 1920 he was put in charge of the first engineering division in Chicago; in May, 1930, was made district manager, and in June, 1943, was elected vice president, northwestern district, which has jurisdiction over a large area in the middle west.

Since holding high executive positions in Chicago, Whiting has taken an active part in community affairs. He has served with the American Red Cross, the Chicago Association of Commerce, the Electric Association, the Western Society of Engineers, and other organizations.

He has had important roles in two Chicago fairs, A Century of Progress and the Lake Front Fair of 1950. He is especially noted for his help to the second fair. At a time of crisis in the second fair—it was planned and built in a very short time—Whiting was helpful

in inducing Westinghouse Electric to put in one of the outstanding exhibits.

***Whitings Regard Chicago
as Finest City in Land***

Since he has headed Westinghouse's activities in Chicago he has seen its operations almost trebled. He started with a force of 400 in the area. There are now about 1,100.

Whiting is greatly interested in the outdoors. He enjoys fishing and hunting ducks, geese, and quail. He has a duck camp on the Illinois river. He admits to being just a fair golfer and friends say he doesn't exaggerate.

As for Chicago, the Whitings

regard it as the finest city in the land. When time for retirement comes—it is obligatory at 65 with Westinghouse—they will make this city their base.

He has a word for young men planning their careers:

"I don't think any young fellow can make a mistake in going with a large company if he will adjust his thinking to what is required," he observed to this writer. "A young man joining a large organization must start at the bottom. He must be patient. Too many want to get to the top too fast. But if a young man will work and apply himself, he ultimately will get recognition."

The Road to Success

A Sketch of Roy C. Ingersoll, Borg-Warner President

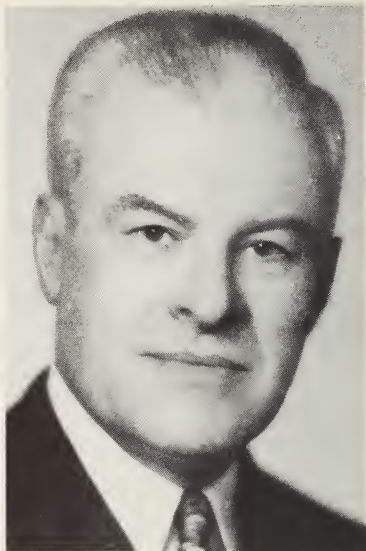
—By Philip Hampson—

Were the late Stephen A. Ingersoll, father of Roy C. Ingersoll, living he might be astonished to see his son occupying the office of the president of the 230 million dollar Borg-Warner corporation in S. Michigan av. Because when the son, back in 1928, brought the small farm implement and steel company founded by the father into the Borg-Warner family the father didn't like it.

For to the older Ingersoll, who had retired, that action meant the end of the identity of the company he and his sons had built. It meant that the Ingersolls would no longer have the final say in the affairs of their former little empire. In other words, the Ingersolls would no longer be a big frog in a small pond.

However, for anyone acquainted with Roy C. Ingersoll it is rather difficult to account for the father's misgivings. The son appears to be the sort of individual who simply couldn't miss getting to the top.

The Borg-Warner president is a man in a hurry. He thinks fast, talks fast, walks fast, and eats fast. In fact, in the matter of eating he can make a lunch disappear faster than this writer who has something of a reputation in that field himself. He works hard, probably too hard, but when he plays he plays just as hard. He enjoys life to the fullest. He can handle a major problem without letting it get him down. He has a good sense of humor except



ROY C. INGERSOLL

possibly when a shaft is directed at himself.

As he sits in his pleasant but not luxurious office high above Grant park, he doesn't look the 68 years he carries. He has a full supply of white hair, and with his well set up figure, he fits to the popular notion of what an executive should look like. He conforms to the general Chicago pattern for executives in that he is pleasant and courteous to folks at the bottom of the ladder as well as to those at the top.

Born in Sandoval Where

Father Had Implement Plant

The subject of this sketch was born in Sandoval, Ill., Oct. 24, 1884. His father was a native of

Port Jervis, N. Y., who came to Illinois when he was 12, became a farmer, and saved enough money by the time he was a young man to establish a small coulter and disc [farm implements parts] plant in Sandoval.

The son went to grammar and high school in Sandoval. He played half back on the high school football team which generally lost its games. When he wasn't going to school he was working, which was a substantial part of the time. During vacations he worked in his father's factory for 10 hours a day except on Saturdays when he worked only 9 hours. He was paid \$2.95 for a full week.

One summer, when he was 8, he met a lad from Chicago named Charlie Hurd who was visiting on an uncle's farm nearby. Occasionally he visited Charlie, whose Chicago home was on Grand blvd. One of the pleasures of life in the big city for the country boy was to help Charlie count bicycles that went by on Grand blvd. Incidentally, the two are still friends.

In 1900 the father's little plant had a strike—it employed only about 30 people. Young Ingersoll stayed out of school during the strike period to drive a wagon with coal to keep the plant's boilers fired. During this time he got 12½ cents an hour or \$1.25 a day. For this he got up at 5 a. m., fed and took care of the horse, had breakfast and got on the job at 7 a. m.

When he was graduated from high school in 1901 he was 17 and had saved \$1,200—in good hard dollars. With this money he went into the barrel making business, establishing small factories in Sandoval and in Centralia. The two factories served nearby growers of Jonathan and Winesap apples.

Ingersoll charged 28, 29 and 30 cents a barrel, depending on how many the purchaser bought.

The young man took a business course at Brown's business college in Centralia. The results were apparent for a number of years after he had finished the course in the careful books he kept on his finances. The college had a boarding house which charged \$2 a week. His roommate at the time was John W. Preihs, now a downstate Illinois judge.

Ingersoll and Priehs planned to go to the University of Illinois together. However, this plan was nipped when the former contracted typhoid fever while on a visit to his friend Charlie in Chicago and landed in the hospital. His recovery was too late to permit him to enter Illinois, but Priehs was able to get him a job as assistant to Prof. S. W. Shattuck, business manager of the university, at \$45 a month.

Entries in the Ingersoll book during his months in Urbana are interesting. Here are a few: "Board for week, \$3; vaseline [for hair], .05; shave, .15; suit, \$16; tie, .80; hose, .15; church, .15; pants pressed, .10; dinner for Charlie and I, .50."

While in Urbana the boarding house caught fire one night and **burned to the ground. Ingersoll** jumped from the second floor. He gave evidence that he could think fast in an emergency when he threw his pants and a pair of socks out the window so they were ready for him when he landed.

In 1904 the senior Ingersoll decided to move his factory to Galesburg, Ill., to be nearer his customers and so he could send his children to Knox college there. Roy entered college in the fall of that year and worked as usual to pay his way. He spent Oct. 22 of his first college year working all day cutting down corn in a field which was the site of his father's small new factory.

While in college he played with

the football squad—he did not make the team—and ran distance events in track. Among the demure young ladies in his economics class was one with beautiful auburn hair. Her name was Lulu Hinchliff. Ingersoll recalls with glee an incident that took place in the class.

On that occasion the young ladies were thrown into something approaching hysteria with the arrival in the room of a mouse. Only Miss Lulu was quiet and serene. But not for long. The mouse seemed attracted to Miss Lulu and sought to get better acquainted. It chose to get closer to her by climbing up her—limb. In the ensuing commotion was born a romance which resulted in Miss Hinchliff becoming Mrs. Ingersoll in 1911.

Ingersoll was graduated from Knox in 1908 and went to work immediately for his father's company, Galesburg Coulter Disc company, which in that year had sales totaling \$113,000. His help was much needed, for the business was small. There were five Ingersoll children to be supported from the father's salary, which was modest even for those days.

The young man, then in a hurry as now, jumped into the business with a vengeance. He obtained a steel mill in Norwalk, O., after a series of business deals and lost it later. In Norwalk he met a 96 year old banker named Gardner who had made and lost several fortunes.

"Never cry over spilt milk, find another cow," was a bit of philosophy passed on by the aged banker to the young industrialist. Ingersoll says this philosophy has been a guiding force in his life.

Company Becomes

Borg-Warner Division

The company grew in the years that followed. In 1928 the father

retired and Roy became president. Late that year at the son's instigation the company joined Borg-Warner and its name was changed to the Ingersoll Steel and Disc division. In 1930 the Galesburg plant was moved to Chicago.

Other plants in the division were located in Chicago Heights; New Castle, Ind.; Kalamazoo, Mich., and Franklin, Pa. The Ingersoll Steel division, with Roy Ingersoll as division president, won nation-wide attention for its improvement in the production and heat treating of steel.

Meantime, the former Sandoval youngster was making a nation-wide reputation for his activities on behalf of free enterprise in the United States. He has been an outspoken critic of the high tax burden. He became prominent in various civic and national groups. Early in 1950 he was made president of Borg-Warner.

Mr. and Mrs. Ingersoll reside in Winnetka. They have four children, Mrs. Jane I. Coffin, Robert S., and James H., all of Winnetka, and Mrs. Barbara McClintock, Racine, Wis. There are 13 grandchildren. Ingersoll enjoys fishing, but his greatest pleasure is found in gardening. He is especially proud of his tulips in the spring. He is up at 6 a. m. each day and arrives at his office about 8:30.

Ingersoll has a hopeful word for young men who want to get on in the world.

"The thing industry needs most is trained, capable men," he told this writer. "Industry needs men who are willing to exert every bit of ability they have in helping to build the enterprises with which they are connected. There are all kinds of opportunities—the biggest shortage is in capable men who are not afraid of work or responsibility."

The Road to Success

A Sketch of Max Epstein, General American Transportation Founder

—By Philip Hampson—

An envelope in the reference room of this newspaper has printed on it: "Epstein, Max. Philanthropist, Art Patron." Thus is described with a minimum of words one of Chicago's most distinguished and widely known citizens. Another word, "Industrialist," added to the others on the envelope would have made a capsule biography of the founder and builder of the 200 million dollar General American Transportation corporation.

Probably Epstein, who is chairman of the executive committee of the company, would have preferred to have this sketch remain a capsule biography. However, because of the important role he has had in the life of this city his story should be of interest to every one in Chicagoland—especially to the young men having to scratch to get a start in life. For the subject of this sketch started from scratch and did a lot of scratching in building a tiny enterprise into the largest of its kind in the world.

General American is engaged in varied activities but is most widely known for its great fleet of some 60,000 railroad freight cars which it leases to others. It has cars to fit every need, including tank cars which will carry about every fluid known to man if the need arises and package cars designed to keep damage to contents at a minimum.

It builds most of its own cars. Among other General American activities is the manufacture of plastics used for a wide range of products.

The founder of this vast enterprise was born in Eisenach, Saxony, Germany, Feb. 6, 1875. He



MAX EPSTEIN

was brought to Cincinnati at 2 and in 1891, when he was 16, his family moved to Chicago. His father had a small provision firm in the stock yards known as the German-American Provision company. The son recalled that his early days were much like those of other boys. As a youngster he liked to play baseball.

Many years ago on the occasion of a \$50,000 gift to Harvard university a news story stated that he was not a college man but was much interested in the work of higher education. He was described as being "one of those who believe that it is not because of a lack of formal academic training, but in spite of it, that success sometimes comes to a man."

As a young man he worked for his father's company, which gave him the opportunity of making many acquaintances in the yards. His pay was modest and he had been unable to accumulate any capital by the time there occurred the big event that was to put him on the road to fame and fortune. He learned thru a friend in 1898, when he was only 23, that the Duquesne Brewing Company of Pittsburgh, Pa., wanted to buy 20 second hand railroad refrigerator cars.

Finds Old Refrigerator Cars and Clinches Deal

Meantime, he also had been informed that a refrigerator car line operated by Armour & Co. had 48 old cars it wanted to sell. He told the car line's superintendent that he was just the man to sell the 20 cars to the brewery and arranged a deal whereby he was to offer them to the brewery at \$400 a car. His commission was to be \$50 a car, or a total of \$1,000.

The cars were in none too good condition so to be sure they would be attractive to the Pittsburgh company he had them repaired and painted. As an eye catcher he had painted on one car in lurid colors the "D" insigne of the brewery. That caught the Pittsburghs people's fancy and the deal was clinched.

Epstein then was told he could sell the remaining 28 cars. He tried, but without success. Then came the big idea. He would buy the cars himself, fix them up and rent them. He told the refrigerator car line that he had a reliable customer, but one without much capital, only about \$1,000. He added that the purchaser agreed to give a mortgage covering the remainder of the price.

Asked who his customer was, Epstein admitted that he was the individual and then quietly added that the \$1,000 cash he had just discussed consisted of his commission on the sale of the first 20 cars. His offer was accepted.

Has Precarious 3 Years; Then Firm Starts to Grow

And so was born a tiny company which, as it grew, gave employment to hundreds of persons thruout the country. Young Epstein gave the name Atlantic Seaboard Despatch to his budding enterprise. Its rolling stock consisted of the 28 refrigerator cars plus five tank cars picked up a little later. The first three years were precarious but profitable, with the youthful owner plowing back all he earned to expand his business.

For many years to come Epstein's life was wrapped up completely in his company tho he did manage to get in some outside pleasure such as skating occasionally in the winter. Later he took up horseback riding, a sport which he gave up only comparatively recently.

The first full time employe taken on by Epstein was a young man named David Copland. The latter had worked for several railroads including the Illinois Central and the Rock Island and succeeded in convincing his young employer that he knew quite a bit about the car business—possibly more than was actually the case. Copland became a vice president and director of General American and tho he retired some years ago goes down to an office maintained for him at the company's headquarters in the Field building.

In 1901 the small company opened its first downtown office in the Home Insurance building, the world's first skyscraper, which stood on the site now occupied by the Field building.

In 1902 it was decided to incorporate the enterprise in West Virginia as the German-American Car company with a capitalization of \$50,000. The name itself had no special significance, merely being taken from the provision company for which Epstein worked. The name was changed

again in 1916 to the General American Tank Car company and a number of years ago it was changed again to the present name.

***Plows Back All Earnings;
Meets All Debts on Date Due***

The growth of the company was steady. Epstein, who was the principal owner, continued to put back his profits into the business. He bought other lines as the years passed. He always insisted on one thing—that was to pay off maturities of debt exactly on the due date. And early in the company's history he had quite a time doing that.

It is held to be unlikely that he would have been able to build a company of the size of General American had the present confiscatory taxes been in effect during the period of the company's growth.

Epstein always has been notable for his belief in the United States, an associate said. He made his fortune by doing things, not by making fortunate guesses on the turn of the stock market. His objective was to produce things like railroad cars and service better than others did. He is described as being a man who never made himself a slave to his own opinions. If the views of his associates were right he recognized and accepted them.

However, if he were convinced he was right it took a lot of discussion to get him to change his

views. In business he was often somewhat brusque in his relations with others. In his social life he enjoyed the company of younger people. He has always liked children and children are fond of him.

***Vacationing in Europe
Leads to Art Collecting***

For many years he and Mrs. Epstein, whom he married in 1907, took extended vacations in Europe. He especially enjoyed Carlsbad. He has been noted as something of a gourmet.

Many years ago he started collecting paintings and he and Mrs. Epstein now have one of the finest art collections in the country. Included in their collection are many works of the masters, including Rembrandt, Rubens, El Greco, Titian, Botticelli, and others. He is a trustee of the Art Institute of Chicago and has dabbled in painting.

As previously mentioned, Epstein has given large amounts of money for the betterment of mankind. He has given substantial sums to the University of Chicago, to hospitals, and to other institutions. In the summer Mr. and Mrs. Epstein reside in their home, Edgecliff, in Winnetka, and in the winter they reside in a Chicago hotel.

His friends say that Epstein has a deep love for Chicago, which he has proved in a practical way. And they add that Chicago has been mighty good to him.

The Road to Success

A Sketch of Donold B. Lourie of Quaker Oats Fame

—By Philip Hampson—

What happens to those college football stars who for a brief few years are the subject of hero worship by thousands? Do they go on to make a success in life? Or do they fade away as sad old gents, bitter about their vanished fame and attentions? Very likely one will find examples in both groups, with the larger number fitting into a groove in business and seldom coming to the public attention again.

Here is the story of one star of more than 30 years ago who has made an outstanding success in business by just going along doing things a little better than others—just as he did on the gridiron. This sketch concerns Donold B. Lourie who last week left a \$77,750 a year job as president of the Quaker Oats company to take a \$17,000 a year salary as an undersecretary of state in the Eisenhower administration.

In the heyday of his football career he was a quarter back on the Princeton football team just after the end of World War I. His playing won him a position on Walter Camp's All-America team. In his prep school days he won fame, also as a quarter back, on the La Salle-Peru Township High school team in downstate Illinois.

Runs 50 Yards for Touchdown;

Also Participates in Track

One of his classmates at Princeton recalled a 50 yard touchdown run he made against Yale in a year that Princeton beat Yale, 20 to 0. He also said that Lourie was a



DONOLD B. LOURIE

track star, specializing in the sprints and the broad jump.

Lourie's early days were passed in the comparative obscurity of an average midwestern family. His father was not a wealthy man, but he had a determination to see his son have a college education such as he was unable to get. Probably his exceptional ability as a football player put Lourie in a position where he could be spotted easily by Dame Fortune. And he did have one thing that probably gave him an unfair advantage in life's contest: He possessed a personality that made people take an instant liking to him. And he in turn liked people, and still does.

Lourie was born Aug. 22, 1899, in Decatur, Ala., tho his parents'

home was in Indianapolis, Ind., at the time. It was the custom of the feminine members of his mother's family "to go home to mama" when the stork was due and that is why this apparent southerner actually is a midwesterner.

Explanation for Spelling of Donald Quite Simple

His father was George Brown Lourie, who was in the production departments of various farm implement companies. Asked why he spells his name Donold when practically every other Donald spells it with one "o" and one "a," the new state department official told this writer, with a laugh, that it was probably because the senior Lourie didn't know how to spell Donald.

The family moved around quite a bit, leaving Indianapolis for Keokuk, Ia., and Keokuk for Stockton, Cal., where Lourie was at the age when all boys want to be engineers, including himself. He went to grammar school in Racine, Wis., and to high school in Peru, Ill., which is adjacent to La Salle.

While a youngster he took whatever odd job he could find to pick up a dollar. In the summers he worked on a farm near Peru. One summer he drove a truck.

In high school, as previously mentioned, he majored in football and had a minor role on the track team. In his third year two graduates of Princeton started working on him to arouse his interest in that famed university. One was the principal of the high school. The other was a beau of his sister who exerted quite a bit of influence.

Takes No Chance Missing Pass Tossed by Faculty

At the time of his graduation from high school it was necessary to pass a rather stiff examination to enter college. Rather than take a chance on missing a pass thrown by the Princeton faculty, Lourie enrolled at Phillips Exeter. in Exeter, N. H., to

be reasonably sure of passing the examination.

In 1918 the armistice found him in the officers training school at Camp Lee, Va., with an intense desire for active service and the war over. He ended his military career in a jiffy to enter Princeton. He was graduated in 1922 when the hectic period known as the "roaring 20s"—given a certain amount of publicity by the late F. Scott Fitzgerald, another Princeton man—was getting under way.

Just before graduation he was strolling on the campus with John Stuart, who then was president of the Quaker Oats company and a trustee of the university.

"I asked Mr. Stuart if he thought he could give me a job with his company," Lourie told the writer. "I knew nothing about the Quaker Oats company except that it made the kind of breakfast food I ate and, incidentally, still do. Mr. Stuart said that he would try to get me some kind of work in Chicago."

Lourie after graduation from Princeton worked briefly in the Quaker Oats statistical department, starting at \$85 a month; returned to coach the football team at Princeton for a season, and then went back with Quaker Oats full time as a trainee. His first job was in the grain cleaning department at the Cedar Rapids, Ia., mills.

In 1923 he returned to Chicago from Cedar Rapids to enter the feed sales department. He moved on up thru various divisions. He held the rather dangerous position of advertising manager for six years. In 1936 he became sales manager; in 1942, vice president of sales; in 1945 executive vice president, and on Nov. 21, 1947, he was elected president.

Returning to an important day in his career, on Aug. 25, 1923, he married a young lady named Miss Mary King, to whom he had been introduced by his sister who had

the Princeton beau. The marriage took place in the week when the King family was celebrating the 100th anniversary of its settling on an Illinois farm after moving from Kentucky. The farm is near Athens, the "a" in which is pronounced like the "a" in ate by downstate Illinois residents.

How Friends Describe Him:

Fine Citizen and Hard Worker

Close friends of the Lourie family assert his marriage to Miss King was one of the smartest things the ex-football star ever did. They describe Mrs. Lourie as being a "most charming and gracious" lady who has been a great asset to her husband.

Incidentally, when he returned from New York City recently after having gone there to discuss his new position, he said to his wife: "Mary, I ought not take the job. I can't even spell Afghanistan." Her reply was: "Spell it, you can't even pronounce it." A friend's comment was: "Thunder, he doesn't even know where it is." Thanks to the office dictionary the writer is able to include the anecdote in this sketch.

And the husband is described by countless Chicago friends as a "fine citizen," a hard worker, and an extremely modest man. He has not the slightest bit of affectation in his make-up. If asked he will admit to having played football. He ascribes a great deal of his success to his having had "the breaks."

Possessing some of the qualities that should stand him in good stead in Washington, he is diplomatic in his relations with people. He is courteous to every one in his organization, the little people as well as the important ones. When he was advertising manager he was noted for the gracious way he met all visitors, even salesmen whose wares he knew he could not buy. One close friend

said he has never lost the "small town touch."

Asserts He Could Not Reject Job, But Was Very Surprised

Lourie enjoys having a good time with his associates of the suburban north shore. He is described as an earthy citizen who likes a good joke.

Asserting that he was 100 per cent surprised when he was tapped for the state department position, Lourie said he took it because the offer was made in such a way he could not turn it down. As an American he said he felt it was his duty to serve his country to the best of his ability when so requested.

The new state department official is described as being a man to whom religion is important. He has been senior warden at Christ church, Winnetka. Also he has been active in Chicago civic affairs. Among other posts, he has been a director of the United Charities, which he enjoyed. He is a director of the Illinois Central railroad, among other directorships.

He will take with him to Washington his interest in football and other sports. He hopes to continue playing golf and squash racquets, in neither of which he says he is too good. Probably when he gets to Washington there may be others more acquainted with foreign affairs than he, but none who is more thoroly sold on his own country. And incidentally, both Mr. and Mrs. Lourie were Taft boosters in the Republican Presidential race.

Mr. and Mrs. Lourie have three children and four grandchildren, including twin grandsons. Their home has been at 60 Woodley rd., Winnetka.

After he finishes his job in Washington, Lourie hopes to return to Quaker Oats in Chicago. And his innumerable Chicago friends hope he does.

The Road to Success

A Sketch of Foster G. McGaw, Head of American Hospital Supply

—By Philip Hampson—

One day in the spring of 1915 the late Merrick Huston of Oak Park was persuaded by his wife to visit one of her cousins in Keokuk, Ia. There he met a young man of 18, a cousin of his wife's cousin, who was about to be graduated from Keokuk High school. Huston liked the youngster and asked him what he was going to do when he left school. Told by the young man he "didn't know," Huston offered him a job with his small surgical instrument company in Chicago. The job was accepted gratefully.

And thus Foster G. McGaw took a road which led ultimately to his founding of the American Hospital Supply corporation, a 14½ million dollar enterprise which might be described as the Sears, Roebuck of the hospital supply business. The same road led him to personal wealth and to a prominent place in the community in which he lives.

McGaw is a midwesterner who, because his parents were in the south at the time, is a southerner by birth. He was born in Hot Springs, N. C., near the Tennessee border, March 7, 1897. His father was Francis A. McGaw, a Presbyterian minister and a native of Elvaston, Ill., who was setting up a mission in Hot Springs. His mother, the former Alice Millar of England, at one time taught music at Ferry Hall, Lake Forest.

Earns \$3.50 One Summer

as Farmhand When Boy

Soon thereafter the father took a pastorate at Camp Point, near



FOSTER G. M'GAW

Quincy, Ill., and a few years later moved on to Keokuk. Young McGaw went to grammar and high school there. He took whatever jobs he could find as a boy. One summer he worked on an uncle's farm, near Elvaston, for \$3.50 for the season.

When McGaw was 14 Stone & Webster, eastern engineering firm, was building a dam in the Mississippi near Keokuk for the government. He applied for a job and was told he had to be 16 to be employed. He rushed home and changed from short pants to long pants and passed himself off as 16 to get the job. Incidentally at about the same time his sister Lelia met a young engineer on the job named Russell Branch. Branch

is now president of Stone & Webster and the former Miss Lelia is now Mrs. Branch.

At the end of his sophomore year in high school, he left school for a couple of years to earn money to help the family fortune. He got a job as messenger for the Standard Oil company [Indiana] and wound up that career after two years as an assistant cashier. Then he went back to high school, completing the last two years in one. It was at that time that he met Huston.

Young McGaw was 18 when in 1915 he arrived in Chicago all set to make his fortune. For the first few months he lived at the home of Huston, whom he remembers as a "very literary gentleman." Huston's surgical company was situated in the old Leander McCormick building at 30 E. Randolph st. and McGaw's first work with the company was "inside."

He recalls setting up a book-keeping system among other chores. He began pestering Huston for a selling job. In this he had a strong ally in an old time salesman named Frank Palmer who urged their employer to "give the kid a chance." Palmer agreed to help teach the young man what he knew about selling.

Proves Self as a Salesman;

Earns \$7,000 a Year at 19

Finally Huston agreed to let the young man sell, provided he would work for a commission only, with no salary and no expense money. McGaw recalls his nervousness on approaching his first customer, a doctor, to whom he made a \$3 sale. A year later, when he was only 19, he was selling at a rate which netted him \$7,000 a year—a really handsome sum for those days. The products he sold included surgical instruments of various kinds and if he made a sale to one person of \$15 or \$20 he considered it a good one.

In 1918 the young salesman abandoned the road to join the marines in which he served over-

seas. He made the mistake of admitting he could run a typewriter and soon found himself a company clerk. However, he left the marines in 1919 as a battalion sergeant major. He returned to his company for six months and then he took a sales job with another. The owner of his new company was an irascible old gentleman who fought with his customers, employes, and suppliers with impartiality.

While working for the new company McGaw soon learned that conditions were changing—that doctors no longer bought hospital and similar supplies personally. The hospitals' themselves were starting to do the buying. Meanwhile, the irascible owner was driving business away and the new salesman decided the time was ripe to buy the enterprise. He had met a wealthy owner of real estate and other property named Harry Drake while playing tennis in Evarston. Drake agreed to back him in making the purchase.

The deal was completed except for one detail, the owner wanted \$15,000 for good will. McGaw, maintaining that there was no good will involved because every one was mad at the owner, refused to pay the \$15,000. He then persuaded Drake to back him in the organization of a new company to sell hospital supplies. Drake was to put up \$40,000 and McGaw was to supply the experience and sign a note for his share.

He Becomes Vice President

at Salary of \$60 a Week

The new company was called the American Hospital Supply corporation, the same as now, with Drake as president and McGaw as vice president in charge of sales at a salary of \$60 a week. It was found that a new company had trouble getting items to sell as the first thing manufacturers wanted to know was how much volume could be produced. The sales vice president spent a good

bit of his time on the road in the first few years.

The company's first quarters were at 136 W. Lake st. and soon thereafter it moved to 15 N. Jefferson st. One of the first employees was Miss Gladys Holm, who is still with the company as McGaw's secretary. Under McGaw's drive and sales ability the company grew rapidly. In 1932 it moved into the Merchandise Mart, but because of the difficulty in getting all the space desired in one place the company bought a building of its own at 2020 Ridge av., Evanston, in 1941.

American Supply now has annual sales of about 37 million dollars, handles about 8,000 separate items used by hospitals and the medical profession, and has 1,200 employees. It has a manufacturing subsidiary in Cincinnati, known as Institutional Industries, Inc., which produces sheet metal and tubing items.

Repay's Note Within 7 Years; Firm Buys Holdings of Drake

McGaw was able to pay off his note to Drake after the company was in existence six or seven years. Before Drake's death McGaw induced him to make a provision in his will which would enable the company to buy all the stock Drake held in it.

Soon after leaving the marines McGaw had married his boyhood sweetheart, Miss Mary Harrison. Upon her death in 1948 he established the Mary H. McGaw award for an annual outstanding graduate in the class of hospital administration at Northwestern university. In June, 1949, he married Mrs. Mary Wettling Vail, a widow, of Washington, D. C., and Evanston.

One of the high spots in McGaw's career was his gift of \$400,000 to Northwestern university which enabled the university recently to build a field-

house which has many uses. Named McGaw Memorial hall, it is a memorial to the Presbyterian father of the donor who when 82 left the United States to be a missionary in Africa. Four years later the old gentleman died in Nairobi, Kenya colony, where he had established a small mission.

The son has a strong religious feeling inherited from his missionary father. He has felt it his duty to take part in many activities which have contributed to the well being of his fellow citizens. Among many other posts of this type he is a trustee of the National Society for Crippled Children and Adults and of Northwestern university and a director of Evanston Presbyterian home.

Tells Father His Philosophy: To Give More than We Get

He told this writer that just before his father left for Africa he said to his son:

"Can you name one thing that was more responsible for the success of your business than any other?" The son replied:

"I would say that our effort to give more than we get in return answers your question."

Included among his outdoors activities have been golf, sailing, and fishing. He especially has enjoyed fishing, with one of his favored spots the McKenzie river valley in Oregon. He and Mrs. McGaw live at 1727 Hinman av., Evanston, and also have a home in Fort Lauderdale, Fla. He recently disposed of two farms which he had purchased earlier in his life despite a boyhood antipathy for farming, probably induced by his summers on a farm.

He is especially enthusiastic about the Chicago area as the site for the location of a new business.

"I would certainly locate here if I had it to do again," he told the writer. "I think that Chicago is the best place for a business in the country."

The Road to Success

A Sketch of Sylvester J. Meyers, Head of the Chicago Board of Trade

—By Philip Hampson—

Niagara Falls has been credited or blamed for many things. However, this is no doubt the first time that the famed attraction for newlyweds and tourists has been mentioned as the magnet which started a struggling young man on a road which took him to the presidency of the Chicago Board of Trade, the world's largest grain market. It came about in this way:

Sylvester J. Meyers, who has just been elected president of the board of trade and who is president of Arcady Farms Milling company, shortly after World War I was getting fed up with his railroad job in Kankakee—he could see no future in it. He decided he needed a vacation.

Niagara Falls was one of the places in the United States that he had always wanted to see. So to Niagara Falls he went, a brideless young man. He saw the falls and liked them. And then because he had time on his hands and nothing to do he dropped into the office of Everett Roquemore, a cousin from Kankakee. Thereby began events that started him in a new direction and changed his life.

But perhaps we should start at the beginning. The subject of this sketch was once just another of Illinois' "poor kids." That's hard to believe now when you see him in the main office of the board of trade which last year accounted for a trading volume of 12 billion 800 million bushels in grain futures valued at 20 billion dollars.

Becomes Newspaper Carrier

at 9 and Office Boy at 14

Meyers was born in Kankakee



SYLVESTER J. MEYERS

March 2, 1896. His father was F. J. Meyers, a locomotive engineer for the old "Three I" railroad—at the time, the Indiana, Illinois and Iowa railroad, later the Chicago, Indiana and Southern, and now a part of the New York Central system.

There the boy grew up, another of the Kankakee kids who if they had an extra nickel in their pockets made it themselves. When he was 9 he started carrying papers after school for the old Kankakee Daily Republican. He also worked in the paper's circulation department, wrapping papers. He recalls the hard time he had pushing a cart of papers up a slight incline to the postoffice when the street was slippery with ice.

When he was 14 he got a job as office boy for the paper. At 15 he worked nights in the summer time in the Kankakee yard office of the C. I. & S. In his spare time he liked to read Horatio Alger books, Frank Merriwell books, and others of the kind.

When he was 16 and in the second year of high school he became a man—at least in responsibilities. The eldest in a family of six children, he thought it best that he quit school and help support the others. The family really could use the extra money; it cost a lot even in those days to feed so many mouths.

His first full time job was as an office boy in the frate office of the C. I. & S. His hours were 7:30 a. m. to 6 p. m., six days a week. Sundays he worked only from 7:30 a. m. to noon. His pay was \$35 a month, a wage that was higher than what most of his friends were getting.

Works Briefly in Winnipeg; Returns on Death of Father

In a few months he was advanced to the department which made up frate bills and his pay was increased to \$40 a month. In his spare time he prepared for the job just ahead of his by learning to operate an old Underwood billing machine. When he got that job he worked nights and was paid \$60 a month. He was at this work about five years when he took a trip one summer to Winnipeg, Man., to see an old friend.

The friend was working in the frate department of the Canadian Pacific railway. When Meyers called on him the friend said Meyers could make a good salary by working in Canada where help was short because that country was at war. So he took a job in Winnipeg at \$100 a month, a large part of which went back to the folks at home. He was there only six months when his father died. He returned to Kankakee to join with his oldest sister, Irene, in heading the family.

So back to the railroad office.

By this time the C. I. & S. had become a part of the New York Central. His Winnipeg experience had given Meyers an interest in frate rates and after some study he became a rate clerk, thus entering the traffic field. It was after working in that capacity for some time that he began to feel that he was in a blind alley as regards advancement.

Accepts Cousin's Offer of Post in Milling Firm

Then came the trip to Niagara Falls and his meeting with his cousin Roquemore in Buffalo. The cousin was traffic manager of Cloverdale Milling company, a manufacturer of animal and poultry feed and affiliated with Arcady Farms in Chicago. Meantime another sister had gone to work, which lightened Meyers' load in Kankakee and enabled him to accept an offer by Roquemore of a clerk's job in his office.

Two years later he was transferred to Chicago to become traffic manager for Arcady Farms. Some years later he was also given the job of buying grain — corn, oats, and barley used for animal and poultry feed—on the board of trade. He joined the board in 1935. His firm was never a big buyer because its grain needs were modest.

"From the time that I started buying grain on the board of trade I took an interest in it," Meyers told the writer the other day. "It was far different from what I had been told when I was young. I found it was very important to the economy of the United States. If I may say so I found it to be the classic example of a free market in action where prices are determined by the public—by the simple economic law of supply and demand.

"I have always believed 100 per cent in the American ideals of liberty and in individual enterprise. Just why I feel so strongly about liberty, I don't know. I guess I was just born that way.

Anyhow, I am convinced that it was the old American ideals of personal liberty that made our country so great.

"Because of my belief in the value of the board of trade I became active in its affairs. I made many trips thruout Illinois, Iowa, Indiana, and other states explaining it to farmers. I have been much impressed by the interest and sympathy the folks in the farm area now have for the board of trade."

Marries the Young Lady Who Lived Across the Hall

Meyers recalled that when he was in railroad work he was active in behalf of the Brotherhood of Railway Clerks, serving as president of the local union and as chairman of the division grievance committee. He noted that even in those days, when railroad unions had such a high standing, the grievance boards were packed with union men.

Returning to an earlier day for a moment, when Meyers came to Chicago from Buffalo he roomed with a cousin in Albany Park. Another roomer at the home was a young lady named Miss Ruby Richardson, in whom he was not particularly interested. Came a day when the cousin moved to Maywood while Miss Richardson stayed at the old address.

Meyers still regrets the time wasted traveling back and forth between Maywood and Albany Park when he might have stepped across the hall to convince Miss Richardson that she should change her name to Mrs. Meyers, as she eventually did. The Meyers had a delayed honeymoon in Kentucky.

Mr. and Mrs. Meyers live in River Forest. One of their principal interests is touring the country. They especially enjoy visiting historical places. The husband plays some golf, but not too well. His reading includes some fiction and books on economics and animal nutrition in which his company specializes.

Notes Advances in Animal Nutrition in Last 20 Years

Arcady Farms is the outgrowth of a small enterprise established by the late Arthur Meeker when he owned the Arcady Farms near Libertyville. Meeker had a farm manager who mixed animal feed in which his neighbors got interested. To oblige his neighbors he set up a small mill near Rondout and when it burned moved to Chicago.

Meyers was made vice president of Arcady Farms in 1942, a director in 1945, and president last August. Before being elected president of the board of trade he served as a director for five years and as second and first vice president.

The feed business continues his main interest in life. He says there has been a notable advance in animal nutrition in the last 20 years, especially in the last few years with the use of penicillin and terramycin in feed mixtures as well as a wide range of minerals, including cobalt, manganese sulphate, potassium iodide, and others. The superior quality of modern animals and poultry attests to the value of the new feeds, he asserts. His company has some 400 employes and has a laboratory for research and study on feeds.

The Road to Success

A Sketch of Oscar F. Mayer, Chairman of Oscar Mayer & Co.

—By Philip Hampson—

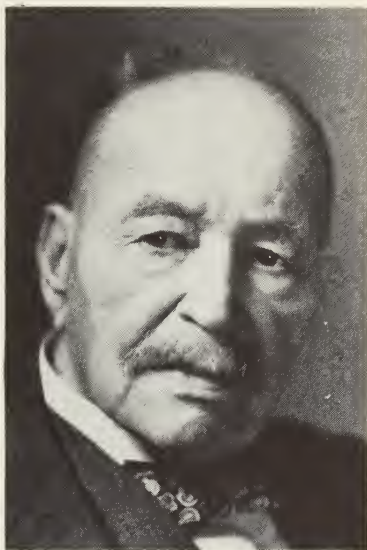
On March 29 Oscar F. Mayer, chairman of the board of Oscar Mayer & Co., will be 94. If you want to see him you can find him most any day at 1241 Sedgwick st., headquarters of the famed Chicago meat products company, which he founded in 1883. Usually he sits in a salesroom alongside his friend, Bill Poetsch, an assistant sales manager.

As you talk to this gentle and courteous Chicagoan, whose dark eyes glow as he chats, you will find it rather difficult to realize that he was born before Lincoln ran for the Presidency and that he was about 2 when Lincoln was inaugurated.

This writer called on Mayer a few days ago and was enchanted by his stories of an earlier Chicago, of the days when North av. was the city's northern limit and when there were truck farms just beyond. His memory took the visitor back to the days in Chicago before World War I when the German word "gemuetlichkeit" had real meaning in the atmosphere of comradeship, good food, and lively singing—not to mention the lovely ladies—in evidence in such places as the old Bismarck garden and the Rienzi garden.

The years have imposed their weight on Mayer's shoulders [incidentally the "a" in Mayer is pronounced to rhyme with "wisest buyer"], but he remembers well the small boy who so many years ago left Germany to seek his fortune in the United States—and found it.

Mayer was born in Kaesingen, Wurttemberg, not far from the



OSCAR F. MAYER

Bavarian border. The Mayers were an old Bavarian family which had been noted for four centuries for its ministers and its foresters. He went to a "Latin school" until he was 11. The death of his father in 1870 reduced the family's income, so the boy left school and went off to Munich to work for a cousin who owned a grocery store.

Three years later the cousin, John M. Schroll, failed in business and decided to see if he could recoup his fortune in America. He told young Oscar to ask his mother for permission to go with him and his family—his wife and two children. The boy's mother consented, so young Oscar embarked for the United States with the Schrolls and upon arriving

went with them to Detroit. The year was 1873.

The 14 year old youngster set out immediately to make himself self-supporting. He was walking along Gratiot av. in Detroit when he came to a butcher shop at the corner of Antoine which had a sign on the window reading "Boy Wanted." He applied for the job and got it. Tho he little realized it at the time, this action was one of the most important events of his life; it embarked him in the meat business in which later he was to become so successful. Had chance taken him elsewhere, to a drug store, for instance, his life might have been very much different.

The Schrolls lived in Detroit for three years during which their young relative learned the meat business. In 1876 they left the Michigan city to seek new opportunities in Chicago, as did the cousin. The Schrolls soon opened a drug store on North av. near Larrabee st.

New Hunt for Employment Ends in Clark St. Market

Once more 'young Mayer went hunting work. He found employment in which he could practice his trade in Kohlhammer's, a well known market in Clark st. which served the Gold Coast trade. He worked there three years. Then, to learn more about the business, he spent some time at Armour's.

So when one John Colling decided to give up his little butcher and sausage making shop at Sedgwick and Siegel sts. Mayer had the experience that enabled him to rent it. The year was 1883 and the founder of the little enterprise was 24. The business was a success, so much so that five years after it was started Colling told Mayer that he would not renew the lease on the shop—that Mayer had made "enough money" there and that he wanted to make some for himself.

Mayer quickly bought a piece of

property at Sedgwick and Scott st. [formerly Beethoven pl.] on which he erected a small two story building into which he and his family and two brothers moved in 1888. The year before, in 1887, he had married his childhood sweetheart, Miss Louise Greiner, of Munich. He had courted her during visits to Germany after he had made his home in Chicago. It was in September when the Mayers packed up and moved into the apartment on the second floor of the new building. Mrs. Mayer carried in her arms to the new home an infant son, Oscar G.

The new enterprise was financed in part by savings, a bank loan, and money the young bride had received from her parents in Germany. Some years before, about 1877, Mayer had persuaded his brother Gottfried to go to Nuremberg to take an apprenticeship in sausage making. On completing the apprenticeship in the city famed for its sausages, Gottfried joined Oscar in Chicago and took over the production department. Still later another brother, Max, joined the enterprise as "book-keeper." Oscar was the "outside man."

Detroit, with its "butcher shop school," was the starting point for the "unknown" from the old country on his road to success. Chicago provided the soil that nourished the tiny enterprise, as it has done for so many others. There were two circumstances that assured the ultimate success of the business. One was the inheritance by the young business man of a magnetic personality which made him a natural born salesman. The other was the birth of his only son, Oscar G., whom we met a few paragraphs back as an infant. The apartment of Sedgwick st. later was the birthplace of four sisters for the boy. Oscar G. has become one of Chicago's foremost citizens, a man worthy in his own right of a place in this series.

Mayer built the business rapid-

ly, thru his great sales ability, coupled with excellence of the company's products. He is described as having been in his heyday "a complete extrovert." He enjoyed life—fine food, good wine, and agreeable friends. He had a great capacity for making friends. In a few years after starting his business he numbered among his intimates the owners of many of Chicago's leading restaurants.

***Friend of Carter H. Harrison,
the Elder Mayor of Chicago***

An early friend in political life was Carter H. Harrison, the elder mayor of Chicago, with whom he had dined at Schlogl's just before Harrison was slain at the door of his home on the last night of the Chicago World's Columbian exposition in 1893. And the sort of Damon and Pythias relationship that has existed between Mayer and Carter H. Harrison II, one year his junior, is well known.

When Mayer was 55 his brother Gottfried died. Oscar G., fresh from graduation from Harvard in 1909, gave up his plan for entering the Harvard Business school and went to work for the company of which he is now president. Under his leadership the company has expanded enormously. Sales last year totaled 217 million dollars. When Oscar G. entered the business, which is virtually family owned, there were about 200 employees. Now there are more than 9,000.

Third generation members of the Oscar Mayer family and second generation members of the Gottfried Mayer branch hold high executive positions with the company. And a fourth generation is in the offing. The father and son thru the years have worked in perfect harmony.

When he settled in Chicago the father decided that the United States was to be his home and

country from then on. He has had little patience with people who come here from overseas, then refuse to get their homelands out of their minds. The old gentleman had been a staunch American in deed as well as in word.

***Believes in Higher Education,
Tho He Supplied His Own***

Tho he had little formal schooling himself, he is a strong believer in college education. He bemoans the fact that he was among the few members of his family who thru the years failed to get a higher education. He has made up for this, however, by study. His favorite reading has been in the classics, with Tacitus among his favorite authors. He has been an ardent student of Christopher Columbus and his life. And for many years he has been a collector of art in a modest way.

Mayer admitted to this writer that he smokes three Havanas a day, always after 4 p. m. The generosity with which he passes smokes out from a box in his desk indicates that he probably does somewhat better. He enjoys a glass of wine or two. The nights find him in bed early in his home at 5727 Sheridan rd. where he has lived since 1914. Mrs. Mayer died in 1931. He goes to his office almost every day. In fact, he currently has been enjoying better health than he did a dozen years ago. His birthday each year is cause for a lively celebration in the company's offices.

His consideration for others was reflected in the way he rose to bid this writer adieu at the end of an interview. There was a momentary slip as he asked the writer if he had his "horse and buggy" outside. Then he laughed as he corrected himself, "I should say auto — we've been talking too much about the old days."

The Road to Success

A Sketch of James S. Knowlson, Head of Stewart-Warner

—By Philip Hampson—

A gentleman who has been described as a "combination old time shop man and a Scotch bookkeeper" rules over the many and varied activities of the Stewart-Warner corporation from a comfortable but unpretentious office in the company's enormous headquarters building on Diversey blvd. This combination of abilities aptly fits him for the kind of company he serves both as president and chairman of the board.

The shopman qualities [actually, technical engineering skill] well serve him in his supervision of the production of hundreds of items, among others lubricating equipment for automobiles and factories, television receivers, heating equipment, and castings. The Scotch bookkeeper in him makes him a penny saver. Fortunately he has the ability to make the pennies he saves grow into profits counted in dollars.

The gentleman who holds down the two foregoing positions with Stewart-Warner is James [Jim] S. Knowlson who, besides having a top reputation as an industrialist, is widely known for his support of the old American principles of liberty and justice. In World War II he was given the medal of merit—highest military award made to civilians—for "exceptionally meritorious conduct in the performance of outstanding services to the United States and to the war production board."

***Born in Pullman, Ill., but Is
Reared in Western Suburbs***

Knowlson was born June 29, 1883, in Pullman, now a part of



JAMES S. KNOWLSON

Chicago's far south side. His father, James S. Sr., was in the real estate business. Soon after the son's birth the family moved to Aurora and in 1893 it settled in Western Springs. Obviously the brief Pullman resident remembers nothing about the town of his birth. However, in later years he did run across a "Pullman coincidence."

He was discussing birth places with an old friend, Joseph A. Rushton, veteran Chicago stock broker, when he mentioned Pullman as his. Why, my father was an Episcopal minister there, said Rushton. Then it was your father that baptized me, Knowlson rejoined.

When the Knowlsons arrived in Western Springs it was a tiny

Quaker community of 400 persons. The family home was on Grand av., near the northern edge of the town. The Stewart-Warner chief remembers vividly an old spring house on the south side of the Burlington railroad's tracks, two blocks west of the station. As a youngster he enjoyed going with his friends to the woods near the town. His preferred books when a boy were those written by Dickens and Thackeray.

He became the envy of his grammar school mates when the janitor paid him \$1 a month to ring the school bell that called the children to class. While a boy in grammar school he was much interested in the many new things being developed thruout the world. They excited his curiosity and led to a deep interest in physics. He retains this feeling for physics to this day and still hopes to have a physics laboratory of his own.

He went to high school in La Grange where he played basketball. Summers he loafed and since he did not work there was no money in his pockets. Then on to Cornell university from which he was graduated in 1905. In his last year he taught physics in the Ithaca [N. Y.] High school for which he was paid \$150 a month. On leaving college he had two jobs offered him, one a teaching post in Utica, N. Y., at \$175 a month and the other with General Electric company in Schenectady at \$9.80 for a 56 hour week.

His Choice? The Lesser Job with 56 Hour Work Week

He chose the latter and started work as a trainee. When he left the company in 1909 he was in the central station department which sold electric equipment to Commonwealth Edison company and other utilities. Before leaving for Cornell, he had made the acquaintance in La Grange of Fred Sargent and Ayers Lundy, partners in the famed engineering firm of Sargent & Lundy, who

promised him a job with their firm after he had gained some experience on the outside.

Meantime, Lundy had met an inventor who sold him on the idea of manufacturing an electric hammer for use in breaking concrete and other material.

After leaving General Electric the young engineer asked Lundy for a job. The latter invited him to join a new company, the Electro-Magnetic Tool company, then being organized to manufacture the electric hammer. Lundy believed he had an expert in the young engineer and Knowlson thought that Lundy knew all there was to know about the electric hammer. It developed that each was somewhat mistaken about the other.

The new device was not the success that had been hoped. However, the company, which is now known as the Speedway Manufacturing company, developed other tools and became highly profitable.

One of the young persons with whom the subject of this sketch became acquainted while moving back and forth between Western Springs and La Grange was Miss Norah Eustis, whose father, P. S. Eustis, was traffic manager of the Burlington railroad. The acquaintanceship resulted in marriage in 1914. Mr. and Mrs. Knowlson have three daughters and a son and six grandchildren.

The onetime school bell ringer made a good living out of the Speedway company which he headed. It was while he was president of the tool company that he became a friend of Joseph E. Otis Jr. and later of Joseph E. Otis Sr., who was chairman of the board of the old Central Trust company. Joseph E. Otis Jr. in 1935 became president of Stewart-Warner.

In the early 1930s the great depression was going at full speed. The directors of Stewart-Warner

along with those of many other companies were getting nervous. Profits were down and so were prospects. The directors wanted someone on the board who had a knowledge of manufacturing and who had been successful elsewhere as regards profits. Otis Sr. knew about Knowlson's qualities and arranged to have him invited to a place on the Stewart-Warner board. A few months later he was named chairman of the board and in 1939 also took on the post of president.

Company More Diversified, Builds Good War Record

Since Knowlson became associated with the company its success record is a matter of history. It has broadened its activities so that it no longer can be considered as mainly an automobile accessory manufacturing company. Its war record was notable. It has about 10,500 employees. Sales last year were about 120 million dollars. One of Knowlson's major problems today is that of getting together a staff of men from whom to select his successor when that becomes necessary.

The Stewart-Warner chief is a firm believer in chance. However, he believes that the measure of a man may be judged by his ability to assess the value of the opportunities that come his way and by his ability to seize the likely ones. A quality he believes of top value to a man who wants to move ahead is being able to make decisions. This quality is especially valuable to the head of a small company. It is one of the reasons why a small company with a man able to make fast and correct decisions has the edge over large companies, he believes.

Knowlson recalls a conversation he had as a young man with a gentleman named Brown who was an official of the Burlington. Brown had invited his young friend to ride out over the road

with him in his private car. The two were sitting on the back platform and the older man was passing out advice to the younger man.

"Never be afraid to give an answer," Brown said. "As you grow older you will be surprised how many times you are right."

The young man adopted that advice and still follows it.

Knowlson commutes every day from his home in Hinsdale to the Stewart-Warner offices, a round trip of 48 miles daily. He arises at 6 a. m., makes his own coffee in an electric percolator, and gets to his office about 9 o'clock. He prefers horseback riding to golf and he likes to play bridge occasionally. He dislikes late parties and overindulgence in anything.

Term Him Salty and Gruff, but Kindly as They Come

His friends describe him as a "salty character" who puts up a gruff exterior but who actually is as kindly as they come. However, he does look at things that come before him with a cool and efficient eye. He is a fighter for the things he believes in. He likes people, is kindly and considerate in his relations with everyone, and is known to be especially loyal to his friends.

One of his interests is his home in Virginia, about 15 miles from Hot Springs. He did much of the interior work himself. He is fond of hunting and fishing, especially fishing for salmon in Quebec. He has a splendid record of public service. Among other positions he has held have been those of vice-chairman of the war production board, director of priorities, member of the army and navy liquidation commission in Europe and president of the Radio Manufacturers association.

His home in Virginia might be described as a log cabin and tho he wasn't born in one he expects to wind up his days in one.

The Road to Success

A Sketch of Roy Tuchbreiter, Head of Continental Companies

—By Philip Hampson—

The life story of Roy Tuchbreiter is recommended to the attention of the thousands of boys born in Chicago's "tough districts" of parents in moderate or poor circumstances. And it is recommended to the attention of parents as showing how important can be their influence on their teen-age sons.

Tuchbreiter was once one of "those kids who haven't got a chance." Be that as it may be now sits in a splendid office overlooking Grant park from which he directs the destinies of two life insurance companies having a total of about 2 2/3 billion dollars of life insurance in force.

Together with two casualty companies he also heads, the insurance enterprise of which he is top man has an annual premium income of about 205 million dollars.

For the record, Tuchbreiter is president of the Continental Casualty company, Continental Assurance company, and Transportation Insurance company and chairman of the board of United States Life Insurance company. The members of the board of directors of the Continental companies include some of the most famed names in Chicago's business world. The headquarters of this middle western insurance empire are at 310 S. Michigan av.

Tuchbreiter recently told this writer that he was born June 8, 1894, in a "very tough part" of Chicago's west side. His parents were born on Wisconsin farms and were of German descent. The father was an employee of Mandel Brothers.



ROY TUCHBREITER

The subject of this sketch said that for as long as he can remember he had a burning desire to get ahead in the world. Even as a small boy he preferred reading biographies and books on serious subjects to fiction, as he still does. From his books he drew forth some "big words" which he used to dazzle his brothers and sisters. That was a part of a success build-up in evidence even at that tender age.

The teen-age boy was possessed of great energy—an energy that sometimes led him into what indulgent female relatives might have described as peccadilloes. Realistic persons not bound to him by family ties might have described some of his actions as

those of a young hooligan who deserved a good spanking.

Nevertheless, it was this same boyhood energy which led him into what then was considered a series of unfortunate events, but which actually were the causes of his getting into the insurance business. And it was that same energy, tamed considerably in later years, that helped him become an extremely successful insurance executive.

When in seventh grade of grammar school young Tuchbreiter took part in some pranks which had a climax when he tossed a dictionary out the window. It landed on the principal's head. Realizing the enormity of his action the 13 year old boy fled from his room and thereby ended his formal education. He was afraid to face the wrath of his religious and strict parents at home so he went to an area close to the Loop where he rented a room at 50 cents a week, with a promise to pay when he got a job.

Can He Type? He Takes Two Days Time to Learn

The next morning young Roy and two other lads might have been seen in an employment agency. The manager gave each a slip of paper with the addresses of persons wanting office boys. Tuchbreiter, who was a fast runner, chose the address of the office farthest away and sped to it at top speed. He figured that the two other boys would make for the closer offices.

In a few moments he found himself facing Pere L. Wicks Jr., a general insurance agent, who immediately asked him if he could run a typewriter. In his anxiety to get the job the boy said yes tho this was not the case. He told Wicks that he would be ready to go to work in two days, which was agreeable to the insurance man. He spent the two days at a typewriter store in Clark st. where he spent all the hours he could learning how to operate a machine. When he appeared at Wicks' of-

fice to take a \$3 a week job he was able to type out insurance policies.

After a diet of beans and apple pie at Pixley & Ehlers for more than a week the boy returned home when his parents agreed to let him keep his job. In the two years with Wicks that followed the youngster learned shorthand from the office stenographer and frequently spent his evenings in the office to improve his speed both on the typewriter and in shorthand. Meantime, Wicks taught him the definitions and fundamentals of insurance.

Summoned to Carry Banjo for Boss' Night Out

On the lighter side in this period he met a gentleman who in later years was to become a good friend. Wicks liked to play the banjo and he had a young lawyer friend, John Black, who liked to sing. Frequently the two would meet at some club and young Tuchbreiter would be called to bring Wicks' banjo. Later Black became one of the city's most widely known lawyers.

When he was about 16 Tuchbreiter went to work for another insurance company and soon went out on the road traveling thruout the middle west. His job was to appoint agents for the company. When he was 18 he was making \$150 a month, a large salary in those days. In October, 1916, he was hired by the Continental Casualty company and sent to New York City as manager of the company's health and accident department.

He recalls how he arrived in New York not even knowing street names. How to get the names of possible customers appeared to be an insurmountable task. Then an idea struck him. He would go to a place frequented by insurance agents in the field and ask their advice.

Actually the meeting place was a combination saloon and restau-

rant. The young salesman asked the bartender if he carried accident and health insurance and was told he did. Thereupon he asked the bartender if he would introduce him to the man who sold it to him. The bartender said his agent "was standing right over there," called him, and introduced him to the Chicagoan. The New Yorker invited the young man to have lunch with him and gave him the names of 30 potential customers "to help him keep his job." The Chicagoan was soon a success in that job.

Joins the Army and Finds

His First Foe Is Calculus

In 1917 Tuchbreiter joined the army, entering officer training camp at Fort Sill, Okla. On his first day in class an instructor mentioned calculus. "What's calculus?" asked Tuchbreiter. [Remember he ended school in seventh grade.] "What's that?" roared the instructor. "You've got no business in this class." Tuchbreiter assured the instructor he would soon have sufficient calculus in his head to keep him in class—and he did. He went to the front in France with the 123d field artillery, emerging as a captain.

"After all, mathematics is just common sense; all it takes is the use of one's reasoning power," said Tuchbreiter in explaining the army school incident. And the writer, recalling his own unsuccessful bouts with mathematics, wished he had known that earlier.

The artillery man returned to Chicago after the war and became Continental's assistant superintendent of agents. His rise to the presidency was assured by his energy and will to succeed. And, as may be expected, the Continental group of companies have had a sensational period of growth since he has headed them.

What kind of a person is Tuch-

breiter? Basically he is still a west side kid, but one whose energies have been tamed and directed toward a useful life. He is direct in his speech with no beating around the bush. He lacks the finesse of the college graduate, but he is rather proud of this. He understands the so-called "blue blood" types represented on his board of directors and they understand him.

Appointed to Presidency of Life Company in 1945

Above all he is a super-salesman. Selling was his forte thru most of his business career, which meant that he had to keep the late hours and follow the usual practices of the successful salesman. When Herman A. Behrens, president for many years of Continental Assurance, died in 1945 Tuchbreiter, who already was president of Continental Casualty, was chosen by the directors to head the life company.

In that year he dropped the salesman's characteristics—or so he believes—and assumed the executive's mantle.

It would be a splendid thing for this community if every boy in it could have a talk with Roy Tuchbreiter. He probably could put across better than a ton of reading matter the rewards that can come to a youngster if he will keep on the right track. The insurance executive likes people.

Among his outside interests is his 2,000 acre ranch near White Bird, Idaho. He has always liked horses and he has many on his ranch. When a youngster he enjoyed polo. Now he plays golf. He is an enthusiast for Chicago, saying that the atmosphere here makes for independent thinking.

"The big thing to get ahead is to know and understand both yourself and people," he observed. "Add to that plenty of hard work."

The Road to Success

A Sketch of B. A. Graham, President of Sunbeam Corporation

—By Philip Hampson—

The president of Sunbeam corporation was born in London and lived there briefly, spent his boyhood and was educated in New York City, and in coming to Chicago took the road which led ultimately to his becoming head of the largest manufacturer of small electrical appliances in the country. Despite the "big town" influence on his life, he doesn't like living in cities.

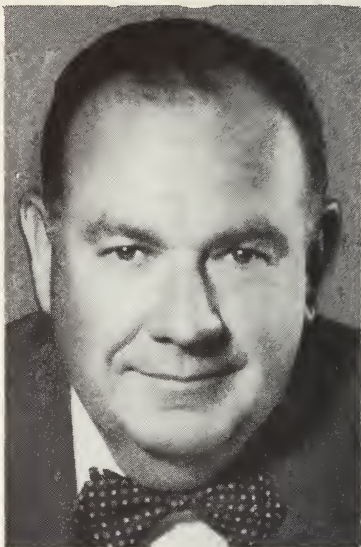
So in introducing B. A. Graham, Sunbeam's president since 1944, we will describe him as a new resident of Hinsdale, where he recently moved into a new ranch type house, and a former long time resident of River Forest. He moved from River Forest because it was getting "too big."

The subject of this sketch was born in London April 4, 1900, and was brought by his parents to the United States in December, 1901. His father, E. Graham, became a furniture salesman for a large department store when the family settled in New York City.

Graham recalls that money was none too plentiful in the family's tenement home in the Bronx. His playground as a tiny lad was the streets of New York. In the summer he would swim in the East river and in the winter he liked to skate. It wasn't until much later that he ever saw the countryside of his adopted nation.

Drops High School Career to Work for Ad Agency

The boy liked to read—Alger, Henty, the Rover boys, and English sea stories. He did the usual things that city boys do to earn



B. A. GRAHAM

money, including selling papers. He had a route for a widely known magazine named for the last day of the week and he sold the same magazine at the foot of the steps of an "L" station. In grammar school he was reasonably good. He went to high school a few months, then quit to take a job as an office boy for a small advertising agency.

To put it mildly, New York has quite a few things at hand which would make one want "the better things in life." Looking around at what New York had to offer gave the office boy the determination to succeed. To help himself along he went nights [three or four times a week for about five years] to the New York School of Accounts and Finance where he

took a business course.

He advanced at the advertising agency from office boy to assistant space buyer, then to production man. In 1918, when he was 18, he enlisted in the 305th heavy tank regiment. On his discharge he returned to the advertising agency briefly before going to work for Business Training corporation.

In 1921 there a depression, nothing comparable with the one starting in 1929, but a business setback nevertheless. Had anyone suggested at the time that anything good could come out of the depression young Graham would have laughed at him with derision. But it was the depression which proved to be the event that put him on the path that led to his present office.

Things Get So Bad in N. Y. He Takes Chicago Assignment

Business got pretty bad for Business Training, so the management took steps to start some dollars flowing into the treasury. One of these was an order to young Graham to go to Chicago to see if he could sell the company's courses in English and in foreman training. At the time he was engaged in advertising and promotion work for the company. He admits if it had not been for the scarcity of jobs in New York caused by the depression he would have turned down the Chicago assignment.

One of his first orders in Chicago was from Chicago Elevated Advertising company. He sold the president on buying a foreman's training course for use by his employes. Shortly thereafter Graham went to work selling advertising for Chicago Elevated Advertising. Among other companies he visited Chicago Flexible Shaft company [the old name of Sunbeam] which for many years had specialized in the manufacture of sheep shears and horse clippers and which had just brought out the Sunbeam electric iron.

Graham induced Chicago Flexible Shaft to take an ad in the elevated cars for the new iron. He met the company's president, M. W. McArdle, who offered him a job selling irons, which he turned down. His next position was with an advertising agency for which he worked until 1925. In that year he decided if he was to succeed in advertising he should have some practical selling experience.

So he applied to McArdle and was given a job selling irons. He had the full intention of going back into the advertising agency business. But when he began to sell the irons he really found his calling—selling. He liked to sell. For a year he went around the Chicago area selling irons to small retailers. At that time the company had about 275 employes, of whom three, including Graham, were iron salesmen. Then he was sent to California where he remained a year. He was brought back to Chicago and made assistant sales manager. In 1929 he became sales manager.

In 1935, when he was only 35, he was elected a vice president and in 1944 he succeeded H. C. Wright as president. Wright is now the company's chairman of the board.

The company has about 4,500 employes, including more than 200 salesmen, and it has been selling more than 4 million electrical appliances a year, including its electric iron, food mixer, electric razor, coffee maker, toaster, and other items. Its sales in 1952 exceeded 66 million dollars. Incidentally, since Graham has been president the company has spent about 12 million dollars out of its earnings in building ultra-modern plants.

Soon after coming to Chicago Graham met thru friends a young lady named Miss Angela Rock of

Williamsburg, Ia. She was going to college here at the time. The young people were married in 1925. Mr. and Mrs. Graham have two children, a son, John, who is a doctor and an intern at the Cook County hospital, and a daughter, Annette. Miss Graham was graduated from Northwestern university last year, but now is taking a course in shorthand and stenography because her father believes that all young people should have some training to fit them to earn their own living in an emergency.

Plays Golf, but Favorite Recreation Is Cards

Sunbeam's president is a man of strong convictions, forthright in his speech, and direct in action. His friends, and he has many, call him Bert. He plays some golf, but his favorite recreations are bridge, whist, and gin rummy. Some of his close friends have a word of caution for bridge players, such as the writer, who use the intuition system as opposed to Goren, and who might be inveigled into a game with him.

Actually, his hobby is his work. There is hardly a day that he does not visit one of the company's plants across the street from his office. His reading—and he reads a lot—is concerned with subjects that may be useful to him—economics, business, and biography. He has done considerable traveling. He has visited Australia, but has never seen London since he left it as a baby in his mother's arms.

He told this writer recently he believes almost everyone has the ability to excel in something.

"I would suggest that in order for a person to find out in what line he would be most likely to excel it would be wise for him to move around a lot at the start of his career," Graham said.

Graham said that, in his opinion,

to be a continued success a company must plan for continuity of management. He explained that Sunbeam has a second line of executives just below the top line, and below the second line a third line with young men ready to move up. Sunbeam's policy is to keep young men moving into the organization. This is accomplished largely thru a program of bringing in promising men from college and training them.

"You Don't Have to Be Old to Hold a Responsible Job"

"We don't have to go outside our organization to get a man to fill any position, including president," Graham commented. "Even in our sales force we never have to go elsewhere to get a senior salesman. All our vice presidents started with the company as young men. I was 35 when I was made a vice president. I don't believe you have to be an old man to hold a responsible job."

Graham told the writer that he now handles little of the company's detail work. He rarely writes a letter, leaving to department managers the chores of taking care of correspondence. He acts as a coordinator, ready to step in with help and advice in solving problems. One of his responsibilities is to see that management runs smoothly.

The Sunbeam executive has been a strong advocate of the fair trade law. He maintains that a company which has built a fine reputation for the quality of its products has the right and the duty to enlarge and maintain its dealer organization thru the instrument of standardized prices. He holds that "loss leader" sales of popular items by large retailers are unfair to small retailers and ultimately to the public.

Associates describe their president as having "a host of friends" and as being "quite a host."

The Road to Success

A Sketch of W. A. Wieboldt, Founder of Store Company

—By Philip Hampson—

Tomorrow a great Chicagoan will observe his 96th birthday. With him on that important day will be the lady he took as his bride just a few days short of 70 years ago. It will be a quiet event, for 96 years do not rest too lightly on anyone's shoulders, including such a long active person as the subject of this sketch, William A. Wieboldt, founder of the Wieboldt chain of department stores.

The story of this venerable Chicagoan is an inspiring one. Starting his business journey thru life from something under scratch, he built a business which has provided livings for thousands of his fellow citizens. And marking a high spot in his long career, he and Mrs. Wieboldt back in 1921 established the Wieboldt Foundation, which has made many notable contributions to the welfare of the community that did a great deal for them.

The dean of the city's merchants arrived here just in time to take part in one of Chicago's hottest events—the great fire of 1871. He was just 14 at the time, so his role in those critical days was not an especially important one, consisting mainly of carrying things for others.

Just a few months before the Chicago fire young Wieboldt set out to the new world from Germany accompanied by two older strangers who gave him some guidance before he found his own road to success.

Born in Thatch Roofed Cottage in Germany

He was born March 8, 1857, near Cuxhaven, Germany, in an



WILLIAM A. WIEBOLDT

area called Altenbruch [west end]. His father, a farmer, died when William was only 2 years old and his mother remarried. His birthplace was a small thatch roofed cottage of which the barn was an integral part. As a boy he like to watch his elders open the sluice gates when the tide was out to let excess water run off the land, for the area was a low country. With others he caught eels in traps made from rattan to add variety to his family's table.

But mostly it was work, hard work, on the farm for the boy. When he was 11 he was "hired" out to a neighboring farmer who besides providing his board paid him a wage equivalent to \$3 in American money for six months of

toil. For clock watchers who make a dash for their hats at the end of an eight hour stint five days a week, it might not be amiss to recall that the boy's day was 15 hours.

Relieving the monotony of his days was the time the lad spent with his grandfather. The old man and the boy were firm friends.

Then one fine day there arrived a letter from an uncle, W. R. Wieboldt, who had a store away off in Chicago, an almost mythical city populated by Indians and cowboys. The uncle, whose store was on Blue Island av., painted a glowing picture of the wonders and opportunities in the United States. It was the letter from the uncle that moved the boy toward the road to success, but it was a push he got some years later from his bride that placed him on that road.

Began Work for Uncle in Blue Island Av. Store

So, soon after arriving in Chicago in 1871, young Wieboldt went to work for his uncle in the Blue Island av. store. In those days store people started working early in the morning and usually kept on at night, seven days a week. There wasn't much time for pleasure. Employed in the millinery department of his uncle's store was a Miss Anna Louisa Kruger, two years his junior, who also was born in Germany. The young clerk married the young Miss Kruger on March 25, 1883.

On one occasion the nephew gained some experience when the uncle had an idea. He [the uncle] would open a store in Sheboygan, Wis., and introduce modern methods. The long practice in Sheboygan was for storekeepers to take produce in payments for the things they sold their customers and then market the produce.

The senior Wieboldt thought the time had come when a store operating on a cash basis should be profitable there. The nephew was sent to the town to be store man-

ager. The nephew soon found that his uncle could be wrong when the people in the area refused to come to his cash store. So back to Chicago came the young store manager.

The nephew worked for the uncle 12 years. Meantime, Miss Kruger kept nagging at him.

"You are smart enough to be a manager for your uncle, you should be smart enough to run a business of your own," she would keep repeating.

Opens Own Business Week After Marriage

A week after the couple was married, when the bridegroom was 26, a new business venture was established in Chicago — a tiny store in Indiana av. [now Grand av.] near Ashland av. It was a little affair, only 25 feet wide.

Above it in a small flat was the home of the young couple. In it, the present chairman of the board of the Wieboldt stores, Werner A. Wieboldt, was born. The young wife brought meals cooked in the home downstairs to the store, where they were eaten on a packing case covered with an oil cloth.

The little venture was started with \$2,600 laboriously saved by young Wieboldt. The first year of the new business resulted in a profit of \$1,700, which did not include salaries for the young entrepreneurs. However, the shop was a success, and it made possible the opening of a much larger store on Milwaukee av. at the southwest corner of Paulina st. Disaster threatened the business in 1897 when the store burned to the ground one night. However, the next morning found Wieboldt making plans for its rebuilding.

The merchant was a firm believer in neighborhood development. And for this reason, as he expanded, he built his new stores in neighborhood areas some distance from the downtown shopping center. He was perhaps one of the first merchants in the coun-

try to practice decentralization. His ventures took place long before the day of the "million dollar shopping centers."

The Wieboldts were the parents of five children, Werner A., Raymond C., Elmer F., Mrs. Walter F. Straub, and Mrs. Herbert Sieck. Werner recalls the family's life in the old days. His father liked the simple pleasures.

Enjoys German Card Game with Fellow Merchants

He enjoyed a game of skat [a rather intricate German card game] with fellow merchants in his neighborhood. Occasionally there would be bowling in which the ladies would take part. Later in his life he took up golf but quickly found that game wasn't for him. He preferred the friendship of the "little people" and rarely was seen in what is called "high society."

The merchant taught his children German Sunday afternoons. One of his major aids in this enterprise was his use of books of travel and adventure written by Karl May, a German author with a reputation for thrillers. Mrs. Wieboldt insisted that her children take music lessons. The lessons in later years were much more appreciated than when finger exercises were the order.

The parents were kindly people who taught their children the ways of life thru example, not thru scolding and severe punishment. Always they were the companions of their children.

As the years went on the merchant unobtrusively took an active part in his communities. He was instrumental in establishing the Y. M. C. A. on Division st., tho

no one at the time knew it. He is credited with having provided the cash for building a home for a boys' club—the first boys' club built west of the Alleghenies.

When he reached 65 he told his sons that the time had come for him to take a smaller part in the operation of the business.

Gifts of 5 Millions Launch Foundation

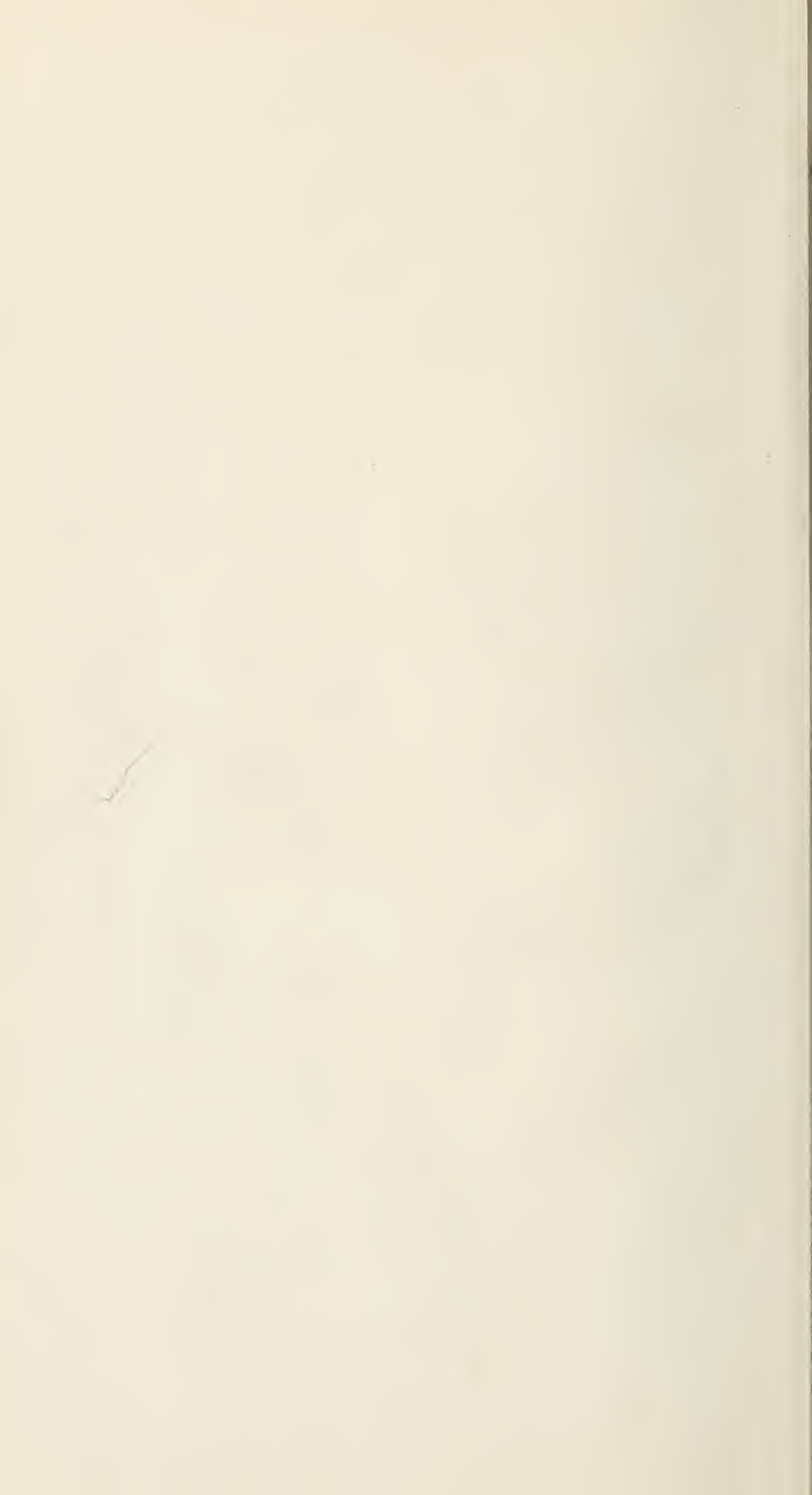
It was up to the boys to carry on, tho he would continue as chairman of the board. Two years before he retired from active work, the Wieboldt Foundation was set up with gifts of about 5 million dollars. Since 1921 it has paid out more than 3 millions to Chicago charity and other activities. Altho originally it was organized to dispense charities its character has been changed so that the foundation now gives assistance to groups pioneering and experimenting in the welfare field. At the end of 1951 its assets exceeded 5 million dollars.

The Wieboldt chain now consists of six stores, including those in Evanston and Oak Park. They provide employment for about 4,000 persons.

The Wieboldts have given to the United States a grand total of about 90 citizens, including their five children and 24 grandchildren. The rest are great-grandchildren.

For a number of years the couple has been living a Darby and Joan life at the Homestead hotel in Evanston. However, Mr. and Mrs. Wieboldt can look back on many years of service to Chicago. That they have loved the city of their adoption is attested by their spending their latter years here rather than in their Florida home.





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GAYLORD BROS. Inc.
Syracuse, N. Y.
Stockton, Calif.

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